

# CLACKAMAS COUNTY, OREGON

## ADOPTED BUDGET

### FISCAL YEAR 2023-24



#### **Submitted by the**

#### **Clackamas County Budget Committee:**

Wilda Parks- Chairperson

James Karn – Public Member

Jan Lee – Public Member

James Rhodes – Public Member

Kenneth Sernach – Public Member

#### **Board of County Commissioners**

Tootie Smith – Commission Chair

Paul Savas - Commissioner

Martha Schrader - Commissioner

Mark Shull – Commissioner

Ben West - Commissioner

#### **Prepared By:**

Gary Schmidt – County Administrator

Elizabeth Comfort - Finance Director

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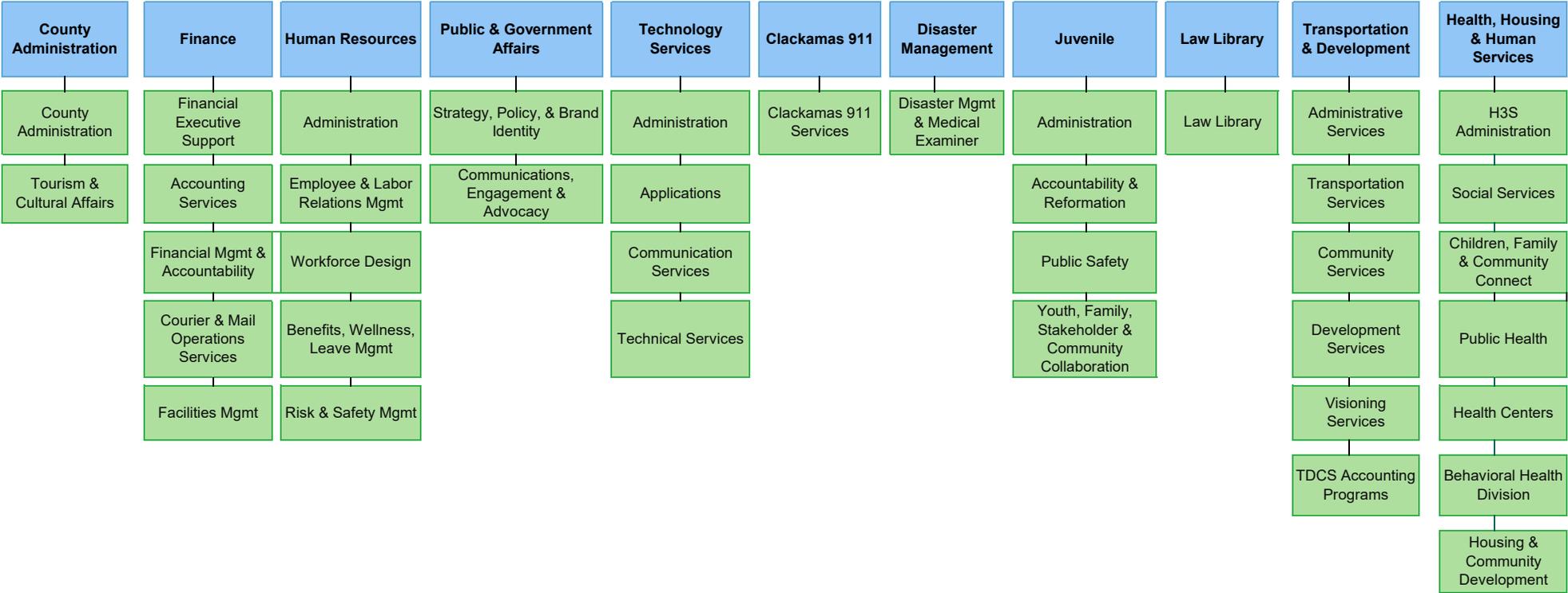
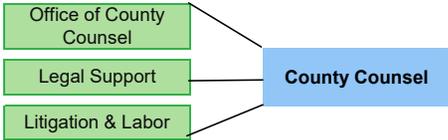
Priscila Montoya – Budget Coordinator

**Clackamas County Departments  
Overseen by the Board of County Commissioners**

Citizens

Board of County Commissioners

County Administrator



**Clackamas County Departments  
Overseen by Elected Officials**

**CITIZENS**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Clackamas County  
Oregon**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morill*

Executive Director

# Table of Contents

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## **Budget Message**

|   |    |
|---|----|
| Organization Charts .....                                       | 2  |
| Budget Message .....  | 8  |
| Resources and Requirements Proposed, Approved, & Adoption ..... | 20 |
| Performance Clackamas County Strategic Plan.....                | 21 |
| Results Dashboard.....  | 27 |
| Long-Term Planning Efforts and Major Initiatives .....          | 28 |

## **Budget Overview**

|  |    |
|--|----|
| Budget Document .....  | 35 |
| About the County .....   | 35 |
| Clackamas County Economic Indicators.....                        | 36 |
| Public Involvement .....   | 40 |
| Financial Structure .....  | 41 |
| Basis of Accounting and Budgeting.....                           | 41 |
| Budget Adoption Process.....                                     | 42 |
| Budget Revision Process .....                                    | 43 |
| Budget Policies .....  | 44 |
| Policy on Reserves for Future Expenditures and Contingency ..... | 49 |
| Debt Issuance and Management Policy .....                        | 51 |

## **Financial Summaries**

|  |     |
|--|-----|
| Total Budget Summary .....                                   | 65  |
| Revenue Analysis .....                                       | 66  |
| Resources by Fund Type, Fund and Category .....              | 73  |
| Resources by Fund Type, Fund and Department .....            | 74  |
| Expense Analysis.....  | 76  |
| Requirements by Fund Type, Fund and Category .....           | 79  |
| Requirements by Fund Type, Fund and Department.....          | 80  |
| Resources and Requirements by Function for Major Funds ..... | 82  |
| End of Year Financial Position .....                         | 85  |
| County Debt Summary.....                                     | 87  |
| Clackamas County Outstanding Bonds.....                      | 89  |
| County Fund Structure .....                                  | 90  |
| County Workforce Summary .....                               | 91  |
| FY23-24 FTE by Fund.....                                     | 95  |
| General Fund Resources by Department and Category.....       | 96  |
| General Fund Requirements by Department and Category .....   | 97  |
| General Fund FTE by Department .....                         | 98  |
| General Fund Departments – Adopted Budget by Priority .....  | 99  |
| Budgeted General Fund Support by Department .....            | 100 |

**Budget by Fund**

|   |     |
|---|-----|
| Budget by Fund Overview .....                   | 101 |
| General Fund .....                              | 102 |
| Special Revenue Funds .....                     | 108 |
| County Fair Fund .....                          | 110 |
| County School Fund .....                        | 112 |
| Development Services Fund .....                 | 114 |
| Sheriff's Operating Levy Fund .....             | 118 |
| Inmate Welfare Special Fund .....               | 120 |
| Lottery Fund .....                              | 122 |
| CCSO Forfeitures Fund .....                     | 124 |
| Law Library Fund .....                          | 126 |
| Library Network Fund .....                      | 128 |
| Road Fund .....                                 | 132 |
| Property Resources Fund .....                   | 136 |
| County Transportation SDC Fund .....            | 140 |
| Public Land Corner Preservation Fund .....      | 142 |
| Special Grants Fund .....                       | 144 |
| Health, Housing, and Human Services Fund .....  | 146 |
| Clackamas Health Centers Fund .....             | 148 |
| Transient Lodging Tax Fund .....                | 150 |
| Forestry and Parks Fund .....                   | 152 |
| Internal Service Funds .....                    | 156 |
| Facilities Management Fund .....                | 158 |
| Technology Services Fund .....                  | 162 |
| Self-Insurance Fund .....                       | 168 |
| Risk Management Claims Fund .....               | 170 |
| Fleet Services Fund .....                       | 172 |
| Debt Service Funds .....                        | 174 |
| Clackamas County Debt Service Fund .....        | 176 |
| General Obligation Bond Debt Service Fund ..... | 178 |
| Capital Project Funds .....                     | 180 |
| Capital Projects Reserve Fund .....             | 182 |
| Enterprise Funds .....                          | 184 |
| Stone Creek Golf Course Fund .....              | 186 |
| Clackamas Broadband Utility Fund .....          | 188 |
| Clackamas 911 Center Fund .....                 | 192 |

**Budget by Department**

|  |     |
|--|-----|
| Budget by Department Overview .....      | 194 |
| Departmental Summary .....               | 195 |
| <i>Performance Clackamas Departments</i> |     |

|   |     |
|---|-----|
| Assessor .....                                    | 196 |
| County Administration .....                       | 208 |
| Tourism .....                                     | 220 |
| Clerk .....                                       | 230 |
| County Counsel .....                              | 242 |
| Finance .....                                     | 254 |
| Human Resources .....                             | 286 |
| Public and Government Affairs.....                | 320 |
| Technology Services .....                         | 332 |
| Treasurer .....                                   | 352 |
| Clackamas 911 .....                               | 358 |
| Sheriff .....                                     | 362 |
| Disaster Management .....                         | 416 |
| District Attorney.....                            | 426 |
| Justice Court.....                                | 442 |
| Juvenile.....                                     | 448 |
| Law Library .....                                 | 472 |
| Department of Transportation and Development..... | 477 |
| Health, Housing, and Human Services .....         | 560 |
| Miscellaneous and Pass-Through .....              | 642 |
| Non-Departmental.....                             | 652 |

**Capital Projects**

|  |     |
|--|-----|
| Overview .....   | 657 |
| Transportation System Planning and Project Programming .....           | 658 |
| 20 Year Capital Improvement Program Project List.....                  | 659 |
| 5 Year Capital Improvement Program Project List.....                   | 659 |
| Unfunded Projects Matched with Possible Granting Funding Sources ..... | 666 |
| Funding Sources and Future Projects .....                              | 667 |
| Operating Impacts.....   | 673 |
| All Capital Projects .....   | 674 |

**Supplemental Information**

|  |     |
|--|-----|
| 2023- 2024 Budget - Adopting Board Order ..... | 844 |
| Glossary of Budget Terms.....                  | 855 |
| Glossary of Acronyms .....                     | 862 |



# **CLACKAMAS COUNTY, OREGON PROPOSED BUDGET FY 2023-2024**



GARY SCHMIDT, County Administrator & Budget Officer  
ELIZABETH COMFORT, Finance Director  
SANDRA MONTOYA, Budget Manager

## Budget Message Fiscal Year 2023-2024

TO: Honorable Board of County Commissioners (BCC),  
Budget Committee Members for Clackamas County, Oregon, and  
Clackamas County Residents

Stewardship of public funds is a critical component of *Building Trust in Government* and is the foundation for the County’s work. The Clackamas County FY23-24 Proposed Budget is \$1,266,824,393 which reflects a continued commitment to provide the public with a budget that is balanced, sustainable, and structurally sound.

### Service Districts

In addition to the funding above, the BCC oversees eight service districts, each of whom prepare a budget to be adopted by the BCC. For more information on the districts/agencies visit <https://www.clackamas.us/budget>.

|   |               |
|---|---------------|
| • Water Environment Services                | \$288,905,817 |
| • The Development Agency                    | \$44,136,799  |
| • North Clackamas Parks & Rec. District     | \$57,528,303  |
| • Library Service District of Clack. County | \$23,140,234  |
| • Extension and 4-H Service District        | \$14,112,341  |
| • Enhanced Law Enforcement District         | \$8,888,752   |
| • Street Lighting District                  | \$4,941,900   |
| • Housing Authority of Clackamas County     | \$87,032,701  |
|   | \$528,686,847 |

### All Clackamas Budget

The total amount overseen by the County is \$1,795,511,240 which includes the Service Districts/Agencies of \$528,686,847 and the proposed Clackamas County budget of \$1,266,824,393.

#### Budget Committee

##### BCC Members

Tootie Smith, Chair  
Paul Savas  
Martha Schrader  
Mark Shull  
Ben West

##### Public Members

James Karn  
Jan Lee  
Wilda Parks  
James Rhodes  
Kenneth Sernach

#### Staff

Gary Schmidt  
Elizabeth Comfort  
Sandra Montoya  
Blaze Riggins  
Priscila Montoya  
Roxann Fisher & Jian Zhang

Administrator & Budget Officer  
Finance Director  
Budget Manager  
Senior Budget Analyst  
Budget Coordinator  
Budget Analysts

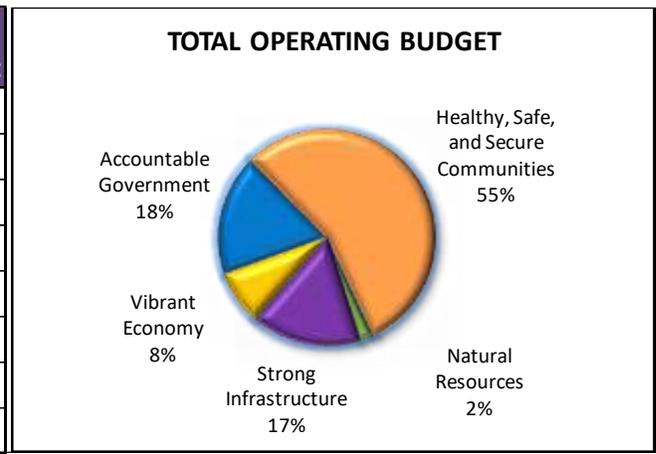
## Performance Clackamas and Budget Alignment

The budget information below and on the next page is organized using the Board’s Performance Clackamas Strategic Priority Areas.

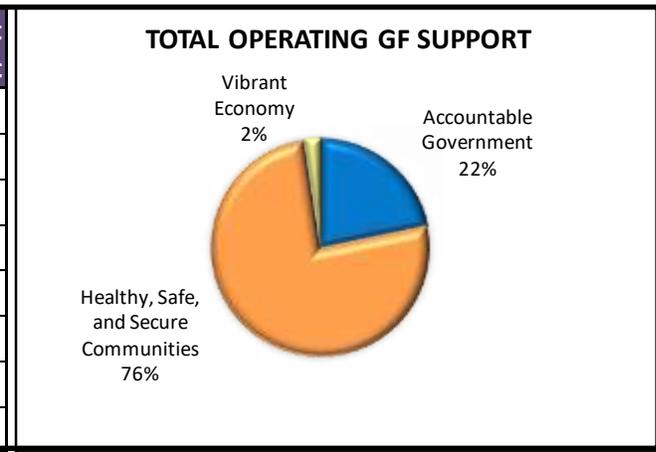


Additional information about Performance Clackamas, including Board initiatives and department metrics, can be found at <https://www.clackamas.us/performance>.

| BCC Priority                          | Total Budget         |
|---------------------------------------|----------------------|
| Accountable Government                | 179,695,707          |
| Healthy, Safe, and Secure Communities | 544,599,996          |
| Natural Resources                     | 20,226,026           |
| Strong Infrastructure                 | 161,059,344          |
| Vibrant Economy                       | 78,483,642           |
| <b>Total Operating</b>                | <b>984,064,715</b>   |
| <b>Total Non Operating</b>            | <b>282,759,678</b>   |
| <b>Grand Total</b>                    | <b>1,266,824,393</b> |



| BCC Priority                                      | Total GF Support Budget |
|---|-------------------------|
| Accountable Government                            | 32,229,374              |
| Healthy, Safe, and Secure Communities             | 112,661,798             |
| Honor, Utilize, & Invest in our Natural Resources | -                       |
| Strong Infrastructure                             | -                       |
| Vibrant Economy                                   | 3,574,366               |
| <b>Total Operating</b>                            | <b>148,465,538</b>      |
| <b>Total Non Operating</b>                        | <b>5,062,980</b>        |
| <b>Grand Total</b>                                | <b>153,528,518</b>      |



Total funds include all sources of funding – federal, state, fees, local, and property taxes. General Fund Support (GFS) includes property taxes (\$155.9 million) and shared revenue (\$4.7 million). Non-operating includes pass through and debt payments.

## Distribution of Funds

The chart below displays the department primary alignment to each Strategic Priority. Note that some departments span more than one Priority Area.

| Board Strategic Priorities   | Department                             | General Fund Support | Total Budget       |
|--|--|----------------------|--------------------|
| Vibrant Economy  | County Administration                  | -                    | 12,061,560         |
| Vibrant Economy  | Health, Housing & Human Services (H3S) | 600,000              | 2,728,292          |
| Vibrant Economy  | Misc/Pass-Through                      |                      | 12,061,005         |
| Vibrant Economy  | Technology Services (TS)               |                      | 9,836,914          |
| Vibrant Economy  | Transportation & Development (DTD)     | 2,974,366            | 41,795,871         |
| <b>Vibrant Economy Total</b>                                       |  | <b>3,574,366</b>     | <b>78,483,642</b>  |
| Honor, Utilize, & Invest in our Natural Resources                  | Transportation & Development (DTD)     | -                    | 20,226,026         |
| <b>Honor, Utilize, &amp; Invest in our Natural Resources Total</b> |  | <b>-</b>             | <b>20,226,026</b>  |
| Ensure Healthy, Safe, and Secure Communities                       | Clackamas 911 (CCOM)                   | 209,014              | 14,158,669         |
| Ensure Healthy, Safe, and Secure Communities                       | Disaster Management                    | 3,045,048            | 4,346,735          |
| Ensure Healthy, Safe, and Secure Communities                       | District Attorney (DA)                 | 14,789,791           | 18,604,119         |
| Ensure Healthy, Safe, and Secure Communities                       | Health, Housing & Human Services (H3S) | 9,528,617            | 305,962,427        |
| Ensure Healthy, Safe, and Secure Communities                       | Justice Court                          |                      | 3,752,659          |
| Ensure Healthy, Safe, and Secure Communities                       | Juvenile Department                    | 8,832,754            | 11,011,348         |
| Ensure Healthy, Safe, and Secure Communities                       | Law Library                            |                      | 558,549            |
| Ensure Healthy, Safe, and Secure Communities                       | Sheriff's Office (CCSO)                | 74,629,146           | 146,100,936        |
| Ensure Healthy, Safe, and Secure Communities                       | Transportation & Development (DTD)     | 1,627,428            | 40,104,554         |
| <b>Ensure Healthy, Safe, and Secure Communities Total</b>          |  | <b>112,661,798</b>   | <b>544,599,996</b> |
| Strong Infrastructure  | Misc/Pass-Through                      |                      | 19,699,000         |
| Strong Infrastructure  | Technology Services (TS)               | -                    | 16,893,540         |
| Strong Infrastructure  | Transportation & Development (DTD)     |                      | 124,466,804        |
| <b>Strong Infrastructure Total</b>                                 |  | <b>-</b>             | <b>161,059,344</b> |
| Accountable Government   | Assessment & Taxation                  | 8,679,708            | 10,169,709         |
| Accountable Government   | County Administration                  | 3,983,287            | 8,547,370          |
| Accountable Government   | County Clerk                           |                      | 4,466,331          |
| Accountable Government   | County Counsel                         | 1,953,416            | 3,363,415          |
| Accountable Government   | Finance & Facilities                   | 11,592,880           | 46,674,650         |
| Accountable Government   | Health, Housing & Human Services (H3S) | -                    | 794,157            |
| Accountable Government   | Human Resources (HR)                   | 1,288,584            | 80,095,264         |
| Accountable Government   | Misc/Pass-Through                      |                      | 5,775,759          |
| Accountable Government   | Public & Government Affairs (PGA)      | 604,551              | 4,738,527          |
| Accountable Government   | Technology Services (TS)               | -                    | 3,413,257          |
| Accountable Government   | Transportation & Development (DTD)     | 3,126,689            | 10,133,312         |
| Accountable Government   | Treasurer's Office                     | 1,000,259            | 1,523,956          |
| <b>Accountable Government Total</b>                                |  | <b>32,229,374</b>    | <b>179,695,707</b> |
| Not Applicable - Non Operating                                     | Misc/Pass-Through                      |                      | 25,917,945         |
| Not Applicable - Non Operating                                     | Non Departmental for Debt Service      | 5,062,980            | 256,841,733        |
| <b>Not Applicable - Non Operating Total</b>                        |  | <b>5,062,980</b>     | <b>282,759,678</b> |

**Grand Total                    153,528,518    1,266,824,393**

## FY23-24 Proposed Budget Summary

The summary below compares Clackamas County resources and requirements in the FY22-23 Amended Budget to the FY23-24 Proposed Budget for Clackamas County. The revenues and requirements summarized in this table are derived from six County fund types: General, Special Revenue, Internal Service, Enterprise, Debt Service, and Capital Projects. All funds work together to support the County's operations and account for the intended use of the funding sources.

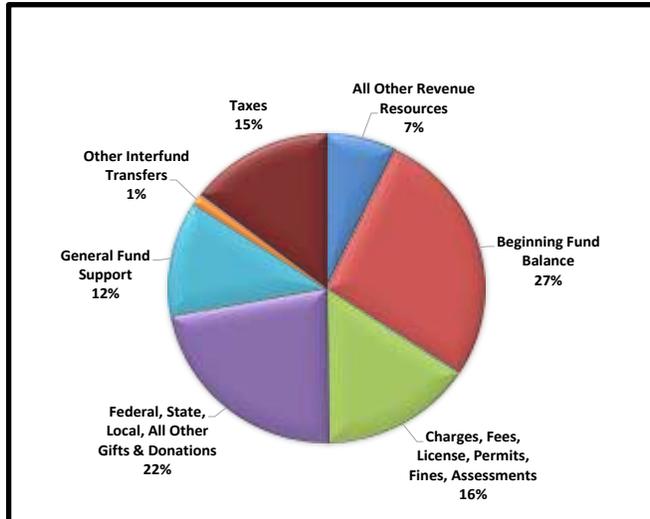
### Clackamas County (Excluding District/Agencies) Resources and Requirements

|                                      |  | FY22-23 Amended      | FY23-24 Budget       | \$ Change         | % Change    |
|--------------------------------------|--|----------------------|----------------------|-------------------|-------------|
| <b>Resources by Category</b>         |  |                      |                      |                   |             |
|                                      | Beginning Fund Balance                 | 287,767,350          | 343,385,042          | 55,617,692        | 19.3%       |
| <b>Current Revenues</b>              |  |                      |                      |                   |             |
|                                      | Taxes                                  | 178,535,982          | 185,073,280          | 6,537,298         | 3.7%        |
|                                      | Federal, State, Local, Other Donations | 281,734,242          | 282,346,413          | 612,171           | 0.2%        |
|                                      | Charges/Fees/License/Permits/Fines     | 185,010,462          | 197,187,451          | 12,176,989        | 6.6%        |
|                                      | Revenue from Bonds & Other Debts       | 16,765,133           | 1,181,584            | (15,583,549)      | -93.0%      |
|                                      | All Other Revenue Resources            | 92,271,520           | 90,428,859           | (1,842,661)       | -2.0%       |
|                                      | Interfund Transfers                    | 7,124,348            | 13,693,246           | 6,568,898         | 92.2%       |
|                                      | General Fund Support *                 | 155,271,722          | 153,528,518          | (1,743,204)       | -1.1%       |
| <b>Subtotal Current Revenues</b>     |  | <b>916,713,409</b>   | <b>923,439,351</b>   | <b>6,725,942</b>  | <b>0.7%</b> |
| <b>Total Resources</b>               |  | <b>1,204,480,759</b> | <b>1,266,824,393</b> | <b>62,343,634</b> | <b>5.2%</b> |
| <b>Requirements by Category</b>      |  |                      |                      |                   |             |
|                                      | Personnel Services                     | 372,171,597          | 379,828,165          | 7,656,568         | 2.1%        |
|                                      | Materials & Services                   | 248,424,010          | 280,575,707          | 32,151,697        | 12.9%       |
|                                      | Capital Outlay                         | 106,717,238          | 103,264,569          | (3,452,669)       | -3.2%       |
| <b>Subtotal Current Expenditures</b> |  | <b>727,312,845</b>   | <b>763,668,441</b>   | <b>36,355,596</b> | <b>5.0%</b> |
|                                      | Debt Service                           | 15,167,511           | 15,044,700           | (122,811)         | -0.8%       |
|                                      | Special Payments                       | 77,497,499           | 79,280,743           | 1,783,244         | 2.3%        |
|                                      | Interfund Transfer                     | 19,440,744           | 11,669,459           | (7,771,285)       | -40.0%      |
|                                      | General Fund Support *                 | 155,271,722          | 153,528,518          | (1,743,204)       | -1.1%       |
|                                      | Contingency                            | 98,459,722           | 121,154,983          | 22,695,261        | 23.1%       |
|                                      | Reserve for Future Expenditures        | 96,353,008           | 93,134,122           | (3,218,886)       | -3.3%       |
|                                      | Unappropriated Ending Fund Balance     | 14,977,708           | 29,343,426           | 14,365,718        | 95.9%       |
| <b>Total Requirements</b>            |  | <b>1,204,480,759</b> | <b>1,266,824,392</b> | <b>62,343,633</b> | <b>5.2%</b> |

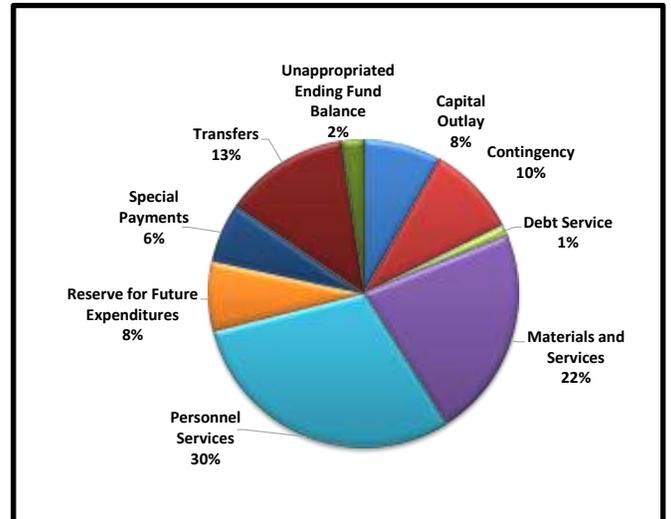
\*General Fund Support reflects the receipt and distribution of tax dollars to the operating departments which results in the duplication of revenue and expenses.

## Summary of Revenues and Requirements (All Funds)

### Revenue Sources



### Requirement Categories



## County Staffing

The chart below includes all regular and limited-term FTE in departments and elected offices. The FTE is a net number and includes any proposed additional positions in non-general funded departments.

| Budget Year | FY20-21 Actual | FY21-22 Actual* | FY22-23 Year to Date | FY23-24 Proposed |
|-------------|----------------|-----------------|----------------------|------------------|
| FTE         | 2,271.6        | 2,358.9         | 2,478.5              | 2,394.1          |

\*FTE increases were primarily due to COVID-19 staffing and these positions will be eliminated once the dedicated funding is no longer available.

### Distribution of FTE Eliminated in FY23-24

| Appointed Departments            | Budget/Cost Alloc. Related |             |              | Additional Reductions* |              |              | Total FTE Reductions |              |              |
|----------------------------------|----------------------------|-------------|--------------|------------------------|--------------|--------------|----------------------|--------------|--------------|
|                                  | Vacant                     | Filled      | Total        | Vacant                 | Filled       | Total        | Vacant               | Filled       | Total        |
| County Administration            |                            | 2.00        | 2.00         |                        |              |              |                      | 2.00         | 2.00         |
| Finance                          | 1.00                       |             | 1.00         |                        |              |              | 1.00                 |              | 1.00         |
| Facilities                       | 1.00                       | 0.65        | 1.65         |                        |              |              | 1.00                 | 0.65         | 1.65         |
| Public & Government Affairs      | 0.50                       | 2.00        | 2.50         |                        |              |              | 0.50                 | 2.00         | 2.50         |
| Disaster Management              |                            | 0.50        | 0.50         | 2.50                   | 2.00         | 4.50         | 2.50                 | 2.50         | 5.00         |
| Juvenile Department              | 2.00                       |             | 2.00         | 1.00                   |              | 1.00         | 3.00                 |              | 3.00         |
| Health, Housing & Human Services | 1.00                       | 0.50        | 1.50         | 56.00                  | 16.00        | 72.00        | 57.00                | 16.50        | 73.50        |
| Trans. & Develop. (includes BCS) | 3.00                       |             | 3.00         | 2.00                   |              | 2.00         | 5.00                 |              | 5.00         |
| <b>Departments Total</b>         | <b>8.50</b>                | <b>5.65</b> | <b>14.15</b> | <b>61.50</b>           | <b>18.00</b> | <b>79.50</b> | <b>70.00</b>         | <b>23.65</b> | <b>93.65</b> |

(\*Additional Reductions can be due to grants ending, reorganizations, etc.)

## Overarching Issues/Changes

### Budget Reductions

In order to replace the current Courthouse and preserve financial stability over the next 30 years, an operating reduction of \$15.0 million in General Fund Support is required. When determining which services would be reduced or eliminated, departments were not asked to take an across-the-board reduction percentage. Instead, the County focused on maintaining mandated services, defined as services required by state or federal laws for counties to perform, and identifying ways to increase efficiencies and eliminate redundancies. The following table displays the reductions by appointed and elected official departments. *Additional reduction details are shown as an appendix in the budget book.*

#### General Fund Support (GFS) Reductions

| Appointed Departments            | Starting GFS*        | GFS Reductions        |
|----------------------------------|----------------------|-----------------------|
|                                  |                      | Amount                |
| CCOM                             | \$ -                 | \$ -                  |
| County Administration            | \$ 4,853,900         | \$ (1,025,000)        |
| County Counsel                   | \$ 2,468,735         | \$ (50,000)           |
| Finance                          | \$ 3,347,274         | \$ (400,000)          |
| Facilities                       | \$ 1,418,950         | \$ (300,000)          |
| Human Resources                  | \$ 1,465,704         | \$ (100,000)          |
| Public & Government Affairs      | \$ 934,030           | \$ (350,000)          |
| Disaster Management              | \$ 3,657,814         | \$ (750,000)          |
| Juvenile Department              | \$ 9,789,438         | \$ (1,000,000)        |
| Law Library                      | \$ -                 | \$ -                  |
| NCPRD                            | \$ -                 | \$ -                  |
| Resolution Services              | \$ 629,000           | \$ (629,000)          |
| Health, Housing & Human Services | \$ 9,720,017         | \$ (1,500,000)        |
| Technology Services              | \$ -                 | \$ -                  |
| Trans. & Develop. (includes BCS) | \$ 7,873,867         | \$ (700,000)          |
| WES                              | \$ -                 | \$ -                  |
| Non Departmental                 | \$ 8,751,280         | \$ (100,000)          |
| <b>Departments Total</b>         | <b>\$ 54,910,009</b> | <b>\$ (6,904,000)</b> |

| Elected Officials                  | Starting GFS**        | Reductions             |
|------------------------------------|-----------------------|------------------------|
|                                    |                       | Amount                 |
| Assessor                           | \$ 8,795,260          | \$ (125,000)           |
| Clerk                              | \$ -                  | \$ -                   |
| District Attorney                  | \$ 14,526,988         | \$ (50,000)            |
| Justice Court                      | \$ -                  | \$ -                   |
| Sheriff                            | \$ 76,865,295         | \$ (2,250,000)         |
| Treasurer                          | \$ 1,066,199          | \$ (75,000)            |
| <b>Electeds Total</b>              | <b>\$ 101,253,742</b> | <b>\$ (2,500,000)</b>  |
| <b>TOTAL REDUCTIONS</b>            |                       | <b>\$ (9,404,000)</b>  |
| <b>Cost Allocation GFS Savings</b> |                       | <b>\$ (5,605,000)</b>  |
| <b>TOTAL REDUCTIONS + SAVINGS</b>  |                       | <b>\$ (15,009,000)</b> |

\*GFS amount = FY 22-23 **before** adding 3% to offset CPI increases

\*\* GFS amount = **after** adding 3% to offset CPI increases

## **Cost Allocation Plan Update**

The cost allocation process calculates the distribution of overhead costs from internal/central service departments to the operating departments.

As the County upgraded its financial and reporting systems over the last 3 years, a few issues arose:

- The overhead recovery revenue has not kept pace with cost increases, resulting in the need for subsidies, referred to as General Fund Support. The subsidies have increased each year.
- General Fund Support has subsidized many programs/grants, which means the full costs of these programs/grants has not been calculated.
- Hourly rates for services provided to external parties have not been consistently or fully calculated; thereby resulting in reduced revenue.

The County hired a consultant to review its cost allocation methodology and provide recommendations for changes to align with best practices that would result in increased revenue to the General Fund. The consultant recommended the preparation of two plans; a full cost plan based on budget and a federally compliant cost plan that allows the recovery of overhead costs from federal/state grants and the standardization of the calculations for external hourly rate charges.

The FY23-24 Proposed Budget reflects a hybrid, phased implementation of the consultant's recommendations. This plan used FY22-23 costs as a base, the County's new chart of accounts, applied updated drivers, redistributed costs, and added County Counsel and the Equity and Inclusion Office. The overall amount allocated included an additional \$1.4 million over the base. The updated plan reduced General Fund subsidies by more than \$5.6 million.

## **Investments in Infrastructure that Serves the Public**

The County has been actively engaged in the design and construction of several buildings that house key services for the public. One-time funding for these buildings comes from a variety of sources in addition to the General Fund. None of these are reliant on increased property taxes.

- Replacement County Courthouse
- Relocation and expansion of the Behavioral Health Clinic
- New Gladstone and Oak Lodge Libraries
- New Transportation Maintenance Building

## **Labor Shortages**

While not as dramatic as the past couple of years with COVID, there is still a significant labor shortage. There remains a persistent gap between employer needs and the supply of candidates. Labor shortages, particularly in technical and professional services continues to be a challenge that ultimately impacts service availability.

## Affordable Housing

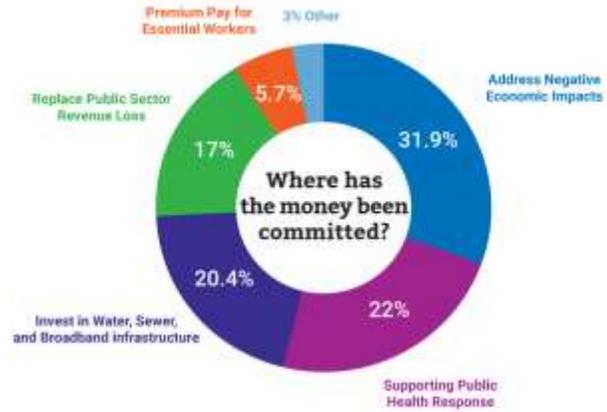
In 2018, voters approved a \$652.8 million general obligation bond to address the shortage of affordable housing within Metro’s urban growth boundary including Multnomah, Washington and Clackamas Counties. County staff and partners have made great gains in moving the needle on the important task of increasing affordable housing as shown below. More information about the bond can be found at <https://www.clackamas.us/housingauthority>



## One-Time Federal Aid

### American Rescue Plan Act

In May 2021, Clackamas County received approximately \$40.6 million of ARPA funds, and received a similar amount in 2022 for a total of \$81.2 million. To date, 85.1%, or \$69.2 million, of the funds have been committed with \$12.1 million remaining. The chart to the right displays the distribution. Residents are encouraged to go to the County's ARPA webpage, as the Board makes allocations: [www.clackamas.us/recovery](http://www.clackamas.us/recovery).



### Opioid Settlement Funds

The County and several cities have received their first funding allocations to mitigate harms associated with the opioid and other drug crisis impacting the County and the nation. Approximately \$2.9 million of National Opioid Settlement funding is available this year. Payments are expected to arrive over the next 18 years, totaling approximately \$13.7 million.

### Department Restructuring

During FY22-23, several departments made organizational changes. *Throughout the budget book, these changes can be seen as a new FY23-24 program with no history, or prior year actual data without a budget in FY23-24.*

Mergers:           Community Corrections to the Sheriff's Office  
                      Business & Community Services to Transportation & Development  
                      Resolution Services and the Housing Authority to Health, Housing & Human Services

### Investing in Employees

The budget includes a 4.5% increase in Cost of Living Adjustment (COLA) to adjust for inflation increases. Employee compensation has also been adjusted in compliance with the Oregon Equal Pay Act.

## **Budget Development Summary**

The County continues to propose a sustainable, ongoing budget based on strategic, responsible and deliberative decision-making.

### **County Policies**

Further detail on County policies can be found in the policy subsection of this budget book. Several policies have been updated or created over the two last years with additional detail located in the policy subsection.

### **Key Revenues**

Countywide, tax revenue is expected to increase by 0.7% or \$6.7 million. Charges for Services also increase by \$12.2 million primarily driven by cost allocation and indirect cost revenue.

### **Expenditures**

#### **Personnel Services**

Total County personnel services costs are increasing by 2.1% or \$7.7 million, composed of an increase for COLA of 4.5%, longevity wages, medical, and dental. The PERS rate increased by 8.3% as this is the first year of biennial rates. The PERS contribution rates range from 21.26% to 26.81% of payroll depending on employee hire date and classification.

#### **Materials & Services (M&S)**

Expenses for proposed FY23-24 increased by 12.9% or \$32.2 million. The changes are spread throughout the County services, with a mix of departments increasing and decreasing. Specific department changes are reflected in the fund and department-level budget pages.

#### **Capital Outlay**

Capital outlay decreased by 3.2% \$3.4 million. All projects that comprise this number are subject to Board approval. Included for FY23-24 is the planning and design of the new County courthouse in professional services for \$13.2 million, of which \$5.4 million is reimbursed by the state.

#### **Contingency**

Board policy requires Contingency to be targeted each year at 5% of overall General Fund budget. For FY23-24, General Fund Contingency is budgeted at \$27.7 million which is 6.9%.

#### **Reserves**

Board policy requires Reserves for Future Expenditures to be targeted each year at 10% of the overall General Fund budget, excluding dedicated revenue. In FY23-24 General Fund Reserves are budgeted at \$29.1 million, which is 10.3%.

### Self-Insurance and Benefits Administration

Clackamas County is self-insured for employee health benefits. In the event the County ends its self-insurance plan and has to pay out claims, State statute requires that a reserve be maintained. Additionally there is a claims margin in the event that claims exceed predicted rates. For FY23-24 the Benefits Administration budget increased 8.0%, or \$2.7 million. The model considers cost increases and decreases as needed.

### **Conclusion**

This year's budget planning reflects a range of contrasts: reducing budgets and building new buildings; increasing employee COLAs and eliminating employee positions; maintaining core services and decreasing others. There is still more to come. It will be an ongoing effort to determine how to provide services to the public, not just what services are provided. Fiscal constraint will remain in future years. There will be continued focus on identifying efficiencies and enhancing service delivery. The FY 23-24 proposed budget provides a solid foundation for the work ahead.

As always, thank you to the elected and appointed leadership of Clackamas County and numerous employees involved in preparing this proposed budget. Special thanks to Elizabeth Comfort, Finance Director, Sandra Montoya, Budget Manager and the entire budget team for their dedicated work. Thank you to the Budget Committee for your commitment and service to this important work.

Sincerely,

A handwritten signature in black ink that reads "Gary Schmidt". The signature is written in a cursive style and is centered within a light gray rectangular box.

Gary Schmidt  
County Administrator & Budget Officer

**Clackamas County (Excluding Districts/Agencies)**  
**Changes in Resources and Requirements Between Proposed, Approved and Adopted FY23-24 Budget**

|  | FY23-24<br>Proposed  | FY23-24<br>Approved  | Approved -<br>Proposed* | FY23-24<br>Adopted   | Adopted -<br>Approved** | % Change      |
|--|----------------------|----------------------|-------------------------|----------------------|-------------------------|---------------|
| <b>Resources by Category</b>           |                      |                      |                         |                      |                         |               |
| Beginning Fund Balance                 | 343,385,042          | 343,355,124          | (29,918)                | 343,355,124          | -                       |               |
| <b>Current Revenues</b>                |                      |                      |                         |                      |                         |               |
| Taxes                                  | 185,073,280          | 185,073,280          | -                       | 185,073,280          | -                       |               |
| Federal, State, Local, Other Donations | 282,346,413          | 282,346,413          | -                       | 282,346,413          | -                       |               |
| Charges/Fees/License/Permits/Fines     | 197,187,451          | 197,187,451          | -                       | 197,187,451          | -                       |               |
| Revenue from Bonds & Other Debts       | 1,181,584            | 1,181,584            | -                       | 1,181,584            | -                       |               |
| All Other Revenue Resources            | 90,428,859           | 90,428,859           | -                       | 90,428,859           | -                       |               |
| Interfund Transfers                    | 13,693,246           | 13,693,246           | -                       | 13,693,246           | -                       |               |
| General Fund Support                   | 153,528,518          | 153,528,518          | -                       | 153,467,761          | (60,757)                | -0.04%        |
| <b>Subtotal Current Revenues</b>       | <b>923,439,351</b>   | <b>923,439,351</b>   | <b>0</b>                | <b>923,378,594</b>   | <b>(60,757)</b>         | <b>-0.01%</b> |
| <b>Total Resources</b>                 | <b>1,266,824,393</b> | <b>1,266,794,475</b> | <b>(29,918)</b>         | <b>1,266,733,718</b> | <b>(60,757)</b>         | <b>0.00%</b>  |
| <b>Requirements by Category</b>        |                      |                      |                         |                      |                         |               |
| Personnel Services                     | 379,828,165          | 379,828,165          | 0                       | 379,808,165          | (20,000)                | -0.01%        |
| Materials & Services                   | 280,575,707          | 280,575,707          | (0)                     | 279,405,707          | (1,170,000)             | -0.42%        |
| Capital Outlay                         | 103,309,569          | 103,309,569          | -                       | 103,309,569          | -                       |               |
| <b>Subtotal Current Expenditures</b>   | <b>763,713,441</b>   | <b>763,713,441</b>   | <b>0</b>                | <b>762,523,441</b>   | <b>(1,190,000)</b>      | <b>-0.16%</b> |
| Debt Service                           | 15,044,700           | 15,044,700           | -                       | 15,044,700           | -                       |               |
| Special Payments                       | 79,280,743           | 79,280,743           | -                       | 80,470,743           | 1,190,000               | 1.50%         |
| Interfund Transfer                     | 11,669,459           | 11,669,459           | 0                       | 11,669,459           | -                       |               |
| General Fund Support                   | 153,528,518          | 153,528,518          | (0)                     | 153,467,761          | (60,757)                | -0.04%        |
| Contingency                            | 121,154,983          | 121,154,983          | -                       | 121,154,983          | -                       |               |
| <b>Total Appropriated</b>              | <b>1,144,391,844</b> | <b>1,144,391,844</b> | <b>0</b>                | <b>1,144,331,087</b> | <b>(60,757)</b>         |               |
| Reserve for Future Expenditures        | 93,134,122           | 93,134,122           | -                       | 93,134,122           | -                       |               |
| Unappropriated Ending Fund Balance     | 29,298,426           | 29,268,508           | (29,918)                | 29,268,508           | -                       |               |
| <b>Total Requirements</b>              | <b>1,266,824,392</b> | <b>1,266,794,474</b> | <b>(29,917)</b>         | <b>1,266,733,717</b> | <b>(60,757)</b>         | <b>0.00%</b>  |

\* **Proposed to Approved** - This column reflects a change to:

1) Move \$30K in fund balance for the merger of Resolution Services Department (Fund 100) into Health, Housing & Human Services Department-Children, Family & Community Connections (Fund 240).

\*\* **Approved to Adopted** - This column reflects changes to:

1) Move \$190K within ARPA (Fund 230) from Non Departmental to Health, Housing & Human Services Department-Children, Family & Community Connections.

2) Reduce \$61K in General Fund Support to County Administration-Equity Diversity & Inclusion Program (Fund 100-120102). The budget savings has been shifted to Non Departmental's (Fund 100) Materials & Services category.

3) Recategorize \$1M within ARPA-County Administration (Fund 230-120102) from Materials & Services to Special Payments.

4) Shift Clackamas County Sheriff's Office (CCSO) budget from General Fund-CCSO to two newly created CCSO funds; 207 Inmate Welfare Special Fund and 209 CCSO Forfeiture. The establishment of the two new CCSO funds shifts the budget authority for improved budget and reporting of these legally restricted dollars. Within the CCSO total budget, there is no budget impact.



# Performance Clackamas

*Clackamas County Strategic Plan*

*March 2021 Update*



Commissioner  
Ben West

Commissioner  
Paul Savas

**Chair**  
**Tootie Smith**

Commissioner  
Martha Schrader

Commissioner  
Mark Shull

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



The abundant natural resources in both urban and rural areas of Clackamas County provide extraordinary economic and recreational opportunities. A balanced sustainable approach to our natural resources will generate prosperity and help secure and conserve those resources for future generations.

## Goals

- By 2023, the Climate Action Plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.
- By 2026, 10% increase in food production and food production acres from agricultural land in Clackamas County.

# Grow a Vibrant Economy

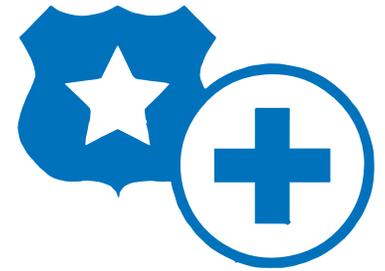


The future prosperity of County residents will be built on good paying jobs that support families, housing affordability, a growing diverse qualified workforce, capital investments that grow current businesses, and on the availability of lands where new businesses can easily locate and expand within the County.

## Goals

- By 2024, 75% of businesses working in Clackamas County report a business-friendly environment that supports stability and growth.
- By 2026, 15% increase in jobs that meet the self-sufficiency standard wage in Clackamas County.

# Ensure Safe, Healthy and Secure Communities



A focus on the well-being of all our families and communities reflects the best of our character. Investments in providing services to those needing care, addressing hunger, homelessness, addictions, behavioral health needs, and reducing crime, are key to making our communities safe. These efforts, combined with success in creating jobs and addressing homelessness, will give definition to the County's efforts to alleviate poverty and will help ensure the safety, health, and security of our residents.

## Goals

- By 2025, 1,500 affordable housing units will be developed. These units will be stratified across Area Median Income (AMI) ranges as follows: 700 units at 61-110% AMI and 800 units at 0-60% AMI
- By 2025, new and existing funding for the County's Courthouse, Jail and Law Enforcement operations will be identified from federal, state, regional and local funding sources.

## Build a Strong Infrastructure



Ensure long-term investments in infrastructure that will support the diverse needs of Clackamas County residents, including: a thriving economy, living wage jobs, housing and transportation alternatives, and a healthy environment.

### Goals

- By 2024, funding for the next phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, regional and local funding sources.
- By 2026, 100% of County residents and businesses - where served - have access to safe and affordable infrastructure: multimodal transportation including roads, sewer and broadband services.

# Build Public Trust through Good Government



Public trust is the currency of good government. Clackamas County will design and deliver services that make a difference and measure our effectiveness in terms of results for our customers. We will listen, be accountable and deliver what we promise. When we allocate resources, they will be tied to results that matter. Updating the County Courthouse will ensure that key public safety services are safe and accessible to all residents.

## Goals

- By July 1, 2022, the County's budget will be structurally sound, sustainable, and 100% tied to results.
- By 2024, County policies and decisions, service delivery, and Board deliberations will be equitable, inclusive and transparent.

## Performance Clackamas Results Dashboard

This page provides links to the most important part of Performance Clackamas – our results. You can click on any of the areas of focus below and see how we are doing in delivering what we say we will.

### Areas of Strategic Focus

Performance period: 2018



#### Build Public Trust Through Good Government

Clackamas County will design and deliver services that make a difference.



#### Grow a Vibrant Economy

Clackamas County promotes the future prosperity of county residents.



#### Build a Strong Infrastructure

Clackamas County ensures long-term investments in infrastructure that support the community.



#### Ensure Safe, Healthy, and Secure Communities

Clackamas County focuses on the well-being of all our families and communities.



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

Clackamas County cares about the abundant resources in both urban and rural areas.



#### Customer Service Satisfaction

Clackamas County encourages citizens and businesses to provide valuable feedback.

[www.clackamas.us/performance](http://www.clackamas.us/performance)

Powered by **ClearPoint Strategy**

## **Long-Term Planning Efforts and Major Initiatives**

Performance Clackamas: A strategic plan and process which emphasizes the relationship between providing budget resources and measurable progress toward the declared goals of the governing body. This program has changed the approach to budget development and tracking of outcomes so that measurable progress toward Board goals will be provided to County residents. Clackamas County adopted Performance Clackamas in 2014, and it is regularly updated. The current plan was adopted by the Board of County Commissioners in March 2021 and includes the following five strategic priorities:

- 1. BUILD PUBLIC TRUST THROUGH GOOD GOVERNMENT**
- 2. GROW A VIBRANT ECONOMY**
- 3. BUILD A STRONG INFRASTRUCTURE**
- 4. ENSURE SAFE, HEALTHY, AND SECURE COMMUNITIES**
- 5. HONOR, UTILIZE, PROMOTE, AND INVEST IN OUR NATURAL RESOURCES**

As of FY22-23, nearly all departments had developed strategic plans and measurements to support performance-based budgets. Departments provide quarterly reports on strategic results to County Administration and annual reports to the Board through the budget process. (*Strategic Priority-Build Public Trust through Good Government*)

### **1. BUILD PUBLIC TRUST THROUGH GOOD GOVERNMENT**

- A. Equity, Diversity, and Inclusion: Clackamas County has a long history of championing and promoting the principles of equity, diversity, and inclusion (EDI). This includes resolutions valuing EDI (2012, 2015, and 2017), affirming equal pay for women (2015), and condemning violence and racism directed at Black, African Americans, and all People of Color (2020).
- B. County Budget: In addition to the customary budget presentation by department and/or fund, the FY23-24 budget also includes tables and graphs, along with this Long-Term Planning and Initiatives section showing information by the Board's Strategic Priorities.
- C. Transparent Reporting: Consistent with the values of accountability and transparency, cost allocations are being reviewed with the goals of simplification, cost recovery, and reporting compliance. For FY22-23, a consultant has been hired to assist in meeting the goals and updating the cost allocation plan.

### **2. GROW A VIBRANT ECONOMY**

- A. Economic Development: Clackamas County is proud to announce a new series of Economic Development Assistance Awards. Using a portion of the county's allocated lottery dollars, grants will be made available in the following categories:
  - Economic Development Assistance
  - Food Production Assistance

- Education and Workforce
- Arts and Culture

B. Clackamas Community College Scholarships: In 2023, Clackamas County provided an additional \$70,000 in scholarships to help students finish their degree, for a total investment of \$170,000 over the past two years. This action:

- Mobilizes students who will meet workforce needs of county employers
- Provides resources to low-income students to catalyze competition and obtain good living-wage jobs in the tech industry
- Creates access to skill-based instruction that is relevant to local industries
- Targets workforce development in growth sectors, including but not limited to health care, manufacturing, automotive, utilities/renewable energy, and IT

### **3. BUILD A STRONG INFRASTRUCTURE**

A. Courthouse: Clackamas County broke ground in February 2023, on a replacement courthouse. The current courthouse was built in 1936, with a population of 50,000 residents, and one courtroom. The building faces earthquake and safety risks coupled with an inadequate number of courtrooms. The replacement courthouse will house 14 courtrooms, meet the projected community needs for the next 50 years, generate hundreds of local jobs, and add to the economy, all without raising new taxes.

When completed in mid-2025, this project will mark the first time in Oregon state history that a courthouse building is delivered through a public-private partnership known as, P3; a combination of the best partnership between business and government converging to deliver a public safety service the public demands.

Our courthouse replacement project was honored as the Social Infrastructure Deal of the Year at the IJ Global Awards ceremony, held in New York City in March 2023. The IJ Global Awards honors projects and organizations across the international infrastructure and energy sectors. The Clackamas County courthouse project was recognized for excellence in “social infrastructure, as it presents an innovative approach to address a facility in urgent need of replacement, increasing community needs and sustainability targets.”

B. Housing: Clackamas County aims to make homelessness and housing instability rare, short, and not reoccurring. In 2022 the county served over 6,500 people through our homeless prevention and housing programs, while undergoing a dramatic expansion of our provider network and services to address homelessness in our county, including culturally specific services.

Specific services components in the Supportive Housing Services Program continuum of care include:

- I. Supportive housing case management
- II. Regional long-term rent assistance
- III. Short-term rent assistance
- IV. Eviction prevention
- V. Housing placement/navigation
- VI. Emergency/transitional shelter
- VII. Homeless Outreach

C. Coordinated Street Outreach Programs: This program is a milestone for the county. Outreach teams are meeting and building trust with residents experiencing homelessness, providing essential survival supplies, connecting people to shelter, and conducting housing assessments to move people to permanent housing. The program team includes certified alcohol and drug counselors.

D. Transportation Funding: The Community Road Fund (CRF), supported by revenue from the countywide vehicle registration fee, has been in place since January 2020. This consistent source of local revenue for county roads has already resulted in several completed road safety and paving projects, with many more to come. CRF projects completed in 2022 include safety improvements, local road paving, and congestion relief initiatives.

- Clackamas Regional Center Mobility Improvements Project: This project was completed in February 2022 to construct a package of multimodal projects to meet transportation needs in the Clackamas Regional Center through the year 2040. Traffic congestion in this area presented major challenges affecting safety, multimodal access, and economic development. The complete projects provide:
  - a safe and efficient transportation system
  - addresses need of residents, business, and the public
  - balances different modes of transportation: motor vehicle, bicycle, pedestrian, transit, and freight

After almost two years of construction, the Clackamas Regional Center Mobility Improvements Project is finished with more than 30 separate projects that increase safety and improve traffic flow and access for motorists, bicyclists, pedestrians, and transit riders in the Clackamas Regional Center.

- The array of improvements was recommended by an advisory group made up of area stakeholders and evaluated by technical representatives with input from the public and community groups. The \$26 million investment was funded by tax increment revenue raised by the Clackamas Town Center Urban Renewal District Project.

- **Five-Year Transportation Capital Improvement Projects (CIP) Program:** These projects from the Transportation System Plan (TSP) that are scheduled to be constructed between 2021–2025. These projects are either fully funded or have funds for preliminary planning and design. The CIP includes the schedule and funding source for each project. The 64 major transportation projects included in this recently approved program, estimated to cost a total of \$122 million, are needed to improve safety and enhance capacity by upgrading existing roads, improving bridges and culverts, installing Intelligent Transportation System (ITS) projects – such as signal systems – and completing major capital repairs.
- **Other Transportation Projects**
  - i. **Transportation System Plan Update:** Every 10 years, local government update their transportation system plans for the next 20 years to comply with state rules. A Request for Proposal (RFP) will be released for this project in summer 2023 and is expected to take two years to develop and implement. A Public Advisory committee and a Technical Advisory Committee will help guide the work.
  - ii. **Walk Bike Clackamas Plan Update:** This project began in summer 2022 and is expected to wrap up in early 2024 with a comprehensive, long-term vision to improve opportunities for people walking and biking throughout unincorporated areas of the county. With the involvement of an advisory committee, the project is gathering information from a needs assessment and public outreach to develop strategies leading to a list of recommended projects, and if needed, regulatory amendments. Once final, this plan will serve as the pedestrian and bicycle transportation elements of the county’s soon to be updated Transportation System Plan.

#### **4. ENSURE SAFE, HEALTHY, AND SECURE COMMUNITIES**

- A. **Emergency Preparedness Council:** In response to the disasters the county has already experienced, the County has formed a community-based Emergency Preparedness Council. This advisory council will provide community input around specific aspects of disaster planning and response for all types of hazards while strengthening community engagement around emergency preparedness. The council will also review after-action reports following response to disasters and address any identified gaps or areas of improvement that would benefit from additional community involvement.
- B. **American Rescue Plan Act (ARPA):** Provides emergency relief funding to local governments. In May 2021, Clackamas County received approximately \$40.6 million of these funds to be used per Federal regulations allow, and we

received nearly the same amount in May 2022. These funds must be committed by December 2024 and spent by December 2026. Below are the current BCC allocations from the first infusion of funds (\$40.6 million), by these acceptable categories:

- i. Supporting Public Health Response
  - ❖ \$4.8 million for the Fairgrounds Multi-purpose Facility
  - ❖ \$6million for the continued COVID response by our Public Health Division, Behavioral Health Division, and Emergency Operations Center
  - ❖ \$2.23 million has been allocated to cover the costs of a hotel/motel emergency sheltering program
  - ❖ \$156,000 was dedicated to temporary hotel shelter/other warming shelter activities
  
- ii. Address Negative Economic Impacts
  - ❖ \$9 million in Oak Lodge Library project
  - ❖ \$6 million in Gladstone Library project
  - ❖ \$6 million in nonprofit support
  - ❖ \$4 million for programs assisting communities hardest hit by COVID,
  - ❖ \$200,000 to aid additional libraries
  
- iii. Replace Public Sector Revenue Loss
  - ❖ \$11 million total in this area. Most of these dollars are going back into public services that reinvest in our communities. For example, performing maintenance in public parks, which was previously deferred.
  
- iv. Invest in Water, Sewer, and Broadband infrastructure
  - ❖ \$10.1 million in broadband infrastructure for underserved communities.
  
- v. Premium Pay for Essential Workers
  - ❖ \$4 million in premium pay

Some allocations from the future \$40.6 million have already been voted on, such as an additional \$7.6 million for further broadband expansion (for a total of \$10.1 million). Residents are encouraged to go to the county's ARPA webpage, which is kept up to date by county staff as the Board makes allocations: [www.clackamas.us/recovery](http://www.clackamas.us/recovery).

### C. Public Health

- i. Blueprint for a Healthy Clackamas County: The Blueprint is the county's community health improvement plan (CHIP). This year \$99,556 in total grants was awarded to support community-led, health-

based programs that advance health equity for priority populations, fill a service gap and address health disparities in the county.

- ii. 2022-2024 Public Health Strategic Plan: In January 2022 Clackamas County Public Health rolled out a new strategic plan that provides a roadmap to expand and deepen its commitment to public health modernization. This plan focuses on three central priorities on how we will think about our work across program areas:

- Racial Health Equity and Cultural Responsiveness
- Communication and Outreach
- Accountability and Stewardship

D. Libraries: Since 2018, Clackamas County has been working with community task forces, the North Clackamas Parks & Recreation District (NCPRD) and the city of Gladstone to plan and design two new libraries in Oak Lodge and Gladstone, and a park and community center in the Oak Lodge area. The process was paused in early 2022 due to cost escalations and market volatility, but county staff and commissioners have made considerable progress in moving these projects forward since then.

E. Metro Affordable Housing Funds: Metro voters passed the Housing Bond funds in 2018, which will bring in over \$117 million to Clackamas County for purchasing land for buildings, constructing new homes, and purchasing and renovating existing housing to ensure long-term affordability.

## 5. HONOR, UTILIZE, PROMOTE AND INVEST IN OUR NATURAL RESOURCES

A. Climate Action Plan Project: In its *Performance Clackamas* plan, the Board has codified the goal to develop a Climate Action Plan by 2023 to reach the goal of being carbon neutral by 2050. The cross-departmental Climate Exchange group hired a consultant team in to develop the Climate Action Plan, while simultaneously pursuing climate actions that can proceed independently of the plan update. The plan will include a climate lens intended to apply to county programs, policy decisions, operations, and projects. We are in the final phase of the project, which will conclude in Spring 2023 with three deliverables provided to the BCC:

- *Climate Action Plan* report
- *Climate Action Plan Implementation* Guide – strategies and mechanisms to achieve the carbon neutrality countywide by 2050.
- *Climate Lens* – a proposed new tool to use to evaluate future county activities in light of the need to reach the carbon-neutral goal.

## **Key Legislative Priorities**

- The county is pursuing \$61 million in state bond funding to support the replacement of the 87-year-old, structurally deficient Clackamas County Courthouse. These state matching funds will complete the state's contribution toward this project. Clackamas County has already committed to bearing the increased cost for its share of the project, and construction began in October 2022.
- The county is working closely with legislators and partners to support policies and funding that will address the housing crisis and improve housing stability for low-income households.
- The county is pursuing funding for local public safety diversion programs tied to drug addiction, such as crisis stabilization and detox centers, mental health facilities and services, and juvenile prevention programs.

## **2023 Federal Legislative Priorities**

- Clackamas County is working with ODOT to prioritize federal funding to help pay for the I-205 Improvements Project. We are working closely with our congressional delegation in support of this effort to ensure the county's concerns and needs are addressed.
- Willamette Falls Locks: Now that the public corporation was created by the state for the Willamette Falls Locks, we are working closely with our delegation to ensure that the U.S. Army Corps of Engineers follows through with completing their disposition project ahead of the transfer. The FY 22 federal budget included \$6.2 million for the Army Corps to complete essential seismic repairs to the Locks prior to transferring the facility to the Authority. The USACE just completed their contract work and plans to begin construction this year.
- Federal forestland comprises approximately 50% of our county land. The county is advocating for responsible and sustainable management of federal forest lands to create a predictable, long-term funding source while also reducing wildfire risk.
- Over 90% of funding for human service programs comes from either the federal or state government, so we are closely monitoring federal budgets to ensure that our programs are receiving adequate funding to meet the needs of our most vulnerable residents.

## BUDGET DOCUMENT

The FY23-24 budget for Clackamas County is detailed in this book and contains information regarding the County budget as a whole as well as individual department and fund descriptions and summaries. It is designed to provide budget focus in an easily understandable format and convey summary financial and service level information to increase the reader's understanding of the budget process and the functions of the Clackamas County government. It makes generous use of narrative explanations and graphical displays to enhance readability.

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

Once adopted, the budget detail is presented both by department and by fund. This format is designed to allow activities to be examined in terms of function-based operations as well as in traditional accounting units. In compliance with Oregon's Budget Law found in Oregon Revised Statutes Chapter 294, the County adopts and monitors the budget by fund and by the organizational unit within each fund. Finally, the Supplemental Information section contains a glossary of budget terms, a list of acronyms to assist the reader, and the budget ordinance with the amounts adopted for each fund by organizational unit.

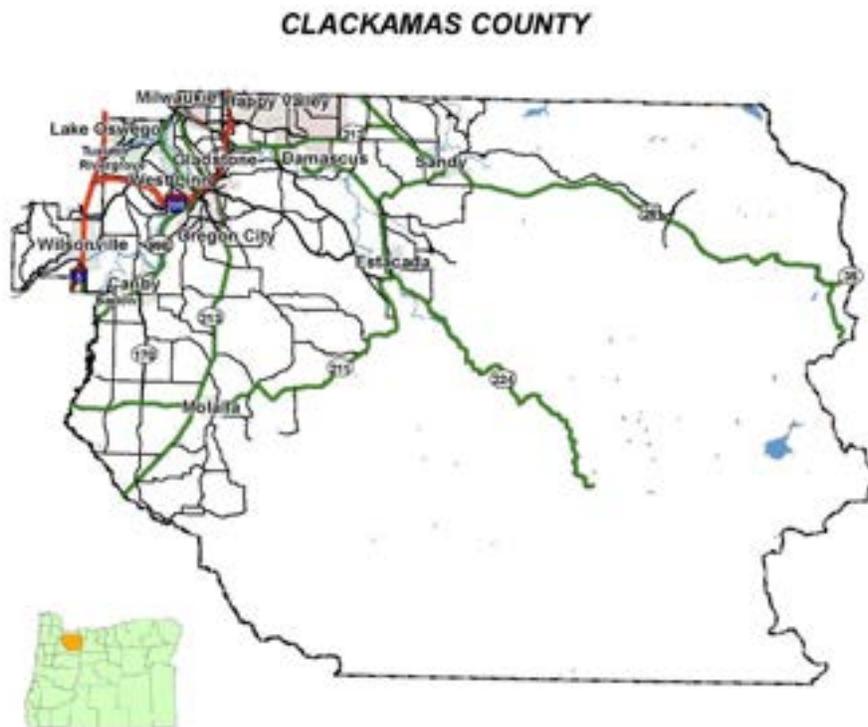
## ABOUT THE COUNTY

### Profile of the Government

Clackamas County is one of the three counties comprising the Portland metropolitan area in northwest Oregon. The County originally contained the territorial capital for the Oregon Territory and had boundaries extending east to what is now Montana and Idaho and north into today's British Columbia, Canada. The County is now 1,883 square miles extending east to include Mount Hood, Oregon's tallest peak, south to the Willamette Valley, west to the Willamette River, and north to include some parts of South Portland.

According to the Portland State University Population Research Center, Clackamas County now has an estimated population of 430,421 as of July 2022. Clackamas County remains one of the more developable parts of the tri-county metropolitan area. As housing prices continue to rise in the Portland metropolitan area, due to low supply and increasing demand, home buyers are looking to urban areas within Clackamas County.

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



# Clackamas County Quick Facts



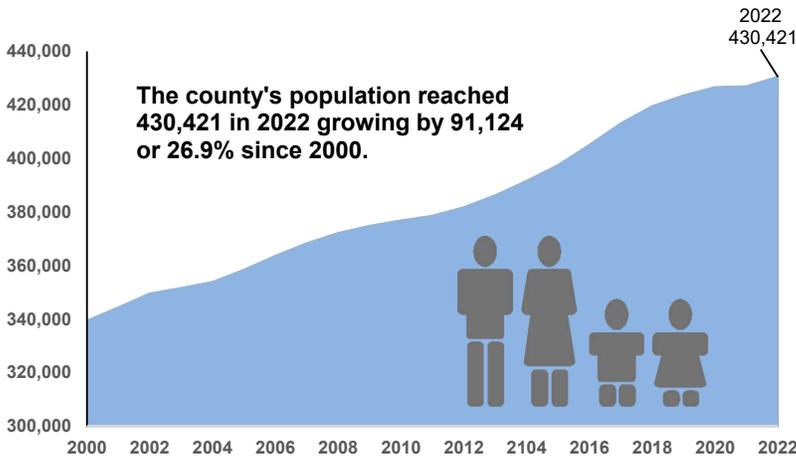
Updated 04/10/23



## Clackamas County — Just the Numbers:

|                             |                 |
|-----------------------------|-----------------|
| Land Area:                  | 1,879 sq. miles |
| City, County & State Roads: | 2,428 miles     |
| Persons per sq. mile:       | 229             |
| % of National Forest:       | 52%             |
| 2022 Population:            | 430,421         |
| Civilian Labor Force:       | 229,236 Feb/23  |
| Employed Labor Force:       | 220,112 Feb/23  |
| Unemployment Rate:          | 4.0% Feb/23     |
| 2021 Average Industry Wage: | \$63,357        |
| Per Capita Income (2021):   | \$45,342        |

## Clackamas County Population: 2000-2022



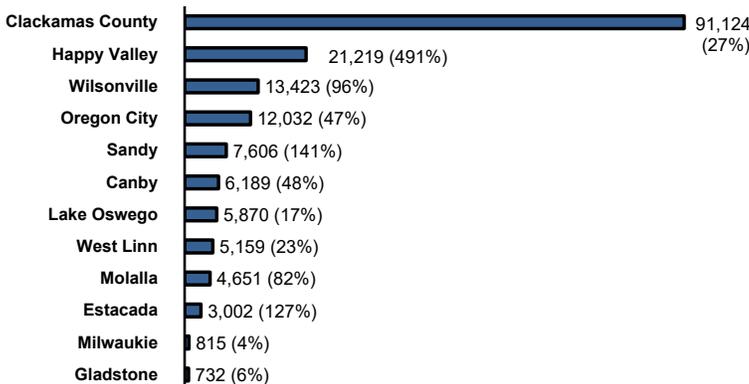
Source: PSU, Population Research Center, Certified Population Estimates: 2000-2022

## Population

- Clackamas County's population reached 430,421 in 2022 and has grown by 26.9% since 2000, adding 91,124 residents.
- By 2045, the county's population is projected to reach 566,573 with 23% of its population (0-19 years), 22% (20-39 years), 27% (40-59 years), 19% (60-79 years), and 8% (80 years or older).
- Since 2000, the cities that added the most population included Happy Valley (22,170), Wilsonville (13,423), and Oregon City (12,032). The cities with the highest population growth rates included Happy Valley (491%), Sandy (141%), Estacada (127%), Wilsonville (96%), and Molalla (82%).

## Population Growth: 2000-2022

### Clackamas County and Incorporated Cities



Source: Population Research Center, PSU, July 1, 2000-2022 estimates

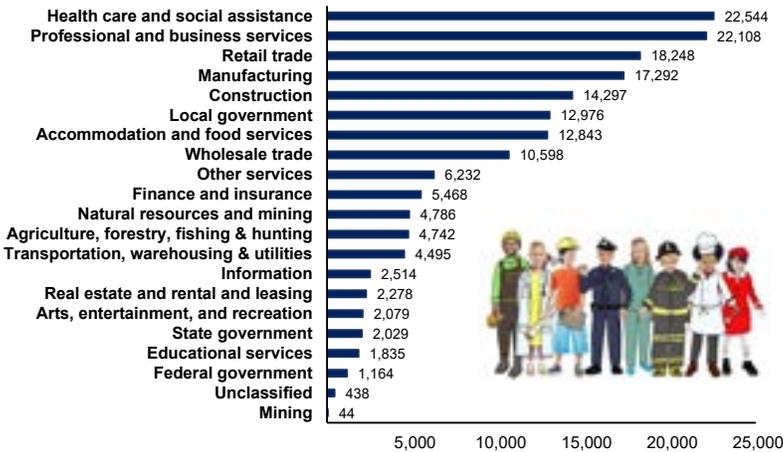
### City Population Estimates - 2022

|              |        |
|--------------|--------|
| Canby        | 18,979 |
| Estacada     | 5,373  |
| Gladstone    | 12,170 |
| Happy Valley | 26,689 |
| Johnson City | 527    |
| Lake Oswego* | 41,148 |
| Milwaukie    | 21,305 |
| Molalla      | 10,298 |
| Oregon City  | 37,786 |
| Rivergrove*  | 558    |
| Sandy        | 12,991 |
| West Linn    | 27,420 |
| Wilsonville* | 27,414 |

Source: Population Research Center, PSU, July 2022 estimates  
\* City is located and has population in more than one county.

# Industry and Labor Force

## Average Broad Industry Employment, Clackamas County: 2021



Source: Oregon Employment Department, QCEW, 2021

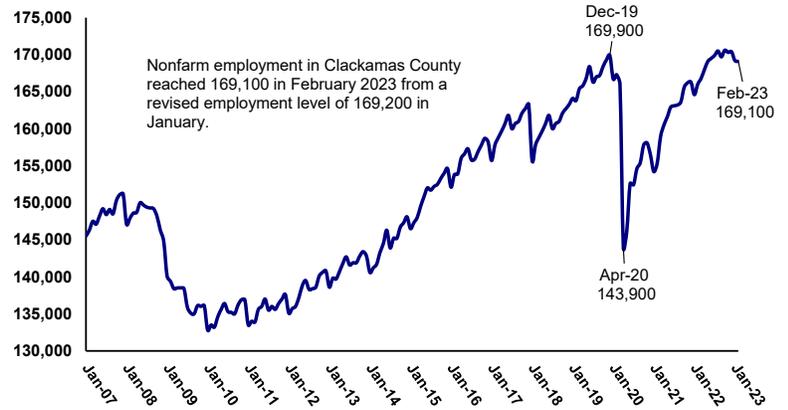
## Industry Employment

- The average annual covered employment in Clackamas County was 164,224 in 2021. This was an increase of 5,287 jobs since 2020.
- Eight broad industries made up nearly three-fourths (80%) of all employment and these industries included health care and social assistance (22,544); professional and business services (22,108); retail trade (18,248); manufacturing (17,292); construction (14,297); local government (12,976); accommodation and food services (12,843); and wholesale trade (10,598).

## Monthly Employment Statistics

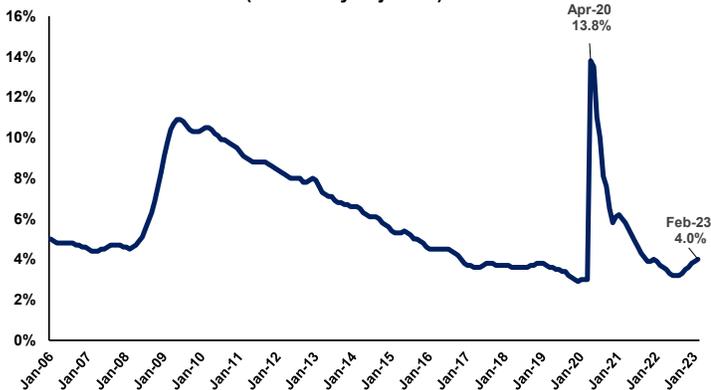
- During the start of the pandemic, nonfarm employment in Clackamas County fell from 167,400 in February 2020 to 143,900 in April 2020 with a loss of -23,400 jobs. Since February 2023, the county has added back 25,200 or 108% of the jobs lost.
- The *seasonally adjusted* unemployment rate in Clackamas County was at 4.0% in February 2023 and has fallen by 9.8 percentage points since the highest unemployment rate in April 2020 of 13.8%.
- All incorporated cities within Clackamas County have experienced job growth since the COVID pandemic (April 2020 to February 2023). The cities with the highest number of jobs added were Oregon City (3,006) and Lake Oswego (2,951). During this period, all cities had job growth rates of 16% or above.

## Monthly Nonfarm Employment: Clackamas County January 2007 to February 2023 (by place of business)



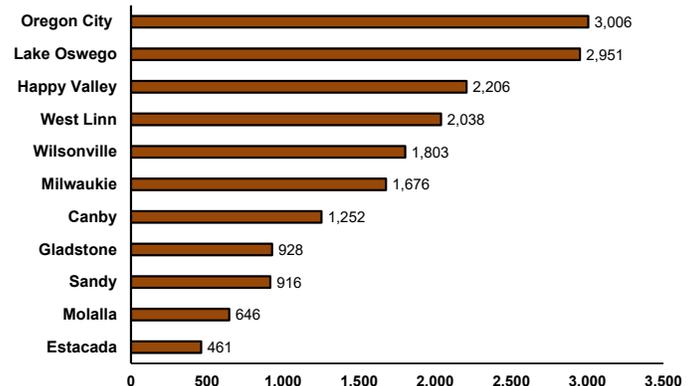
Source: Oregon Employment Department, Current Employment Statistics (not seasonally adjusted)

## Clackamas County Unemployment Rate January 2006 to February 2023 (seasonally adjusted)



Source: Oregon Employment Department, LAUS

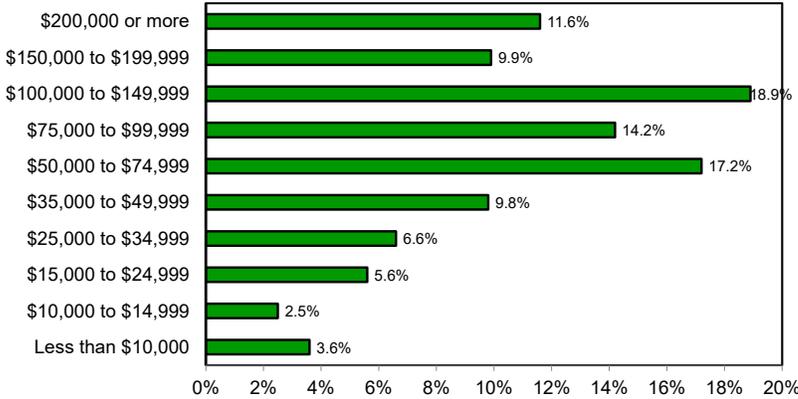
## Change in Resident Employment, Incorporated Cities in Clackamas County April 2020 to February 2023



Source: Oregon Employment Department, LAUS

# Household Income and Educational Attainment

## Household Income Clackamas County, 2021 (Median Household Income: \$91,329)



Source: Census, ACS, 2021, 1-Year Estimates, Table DP03

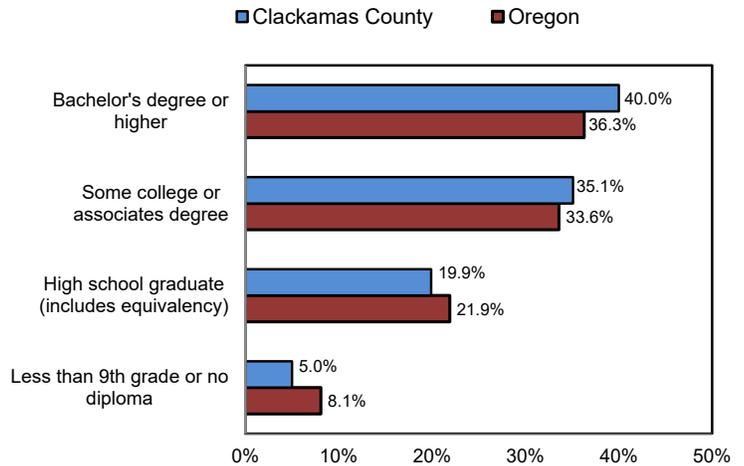
## Income

- The median household income in Clackamas County during 2021 was \$91,329 compared to \$82,911 a-year-ago.
- In 2021, 11.6% or 19,803 households had incomes of less than \$25,000.
- Less than one-fifth (15.5%) or 25,094 households had incomes of \$25,000 - \$49,999.
- A little over one-fourth (26.2%) or 42,470 households had incomes of \$50,000 - \$99,999.
- Less than one-half (46%) or 74,578 households had incomes of \$100,000 or higher.

## Education

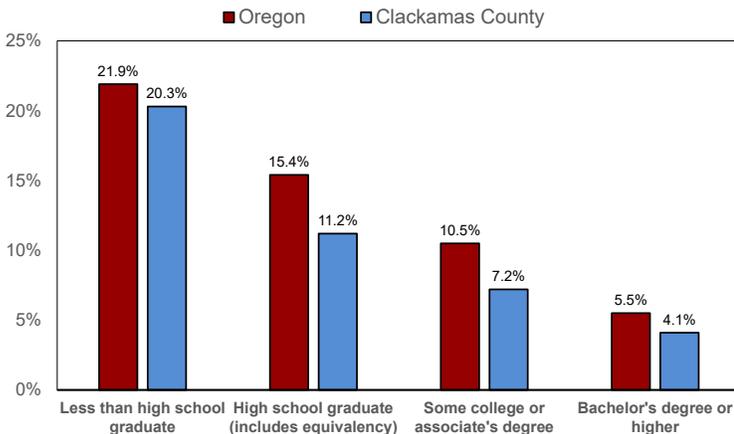
- Compared to Oregon, Clackamas County had a higher portion of its population (25 years and older) who were college educated with a bachelor's degree or higher (40%) in 2021.
- Contrastingly, the county had a lower portion of its population with less than 9th grade or no diploma (5.0%) and a slightly lower portion of its population who were high school graduates (19.9%).
- A little over one-third of both the county and state population had some college or an associates degree in 2021.

## Educational Attainment: 2021 (Population 25 years and over)



Source: Census, 2021 ACS 5-year estimates, Table S1501

## Poverty Rate for Population 25+ by Educational Attainment: Clackamas County and Oregon (2021)

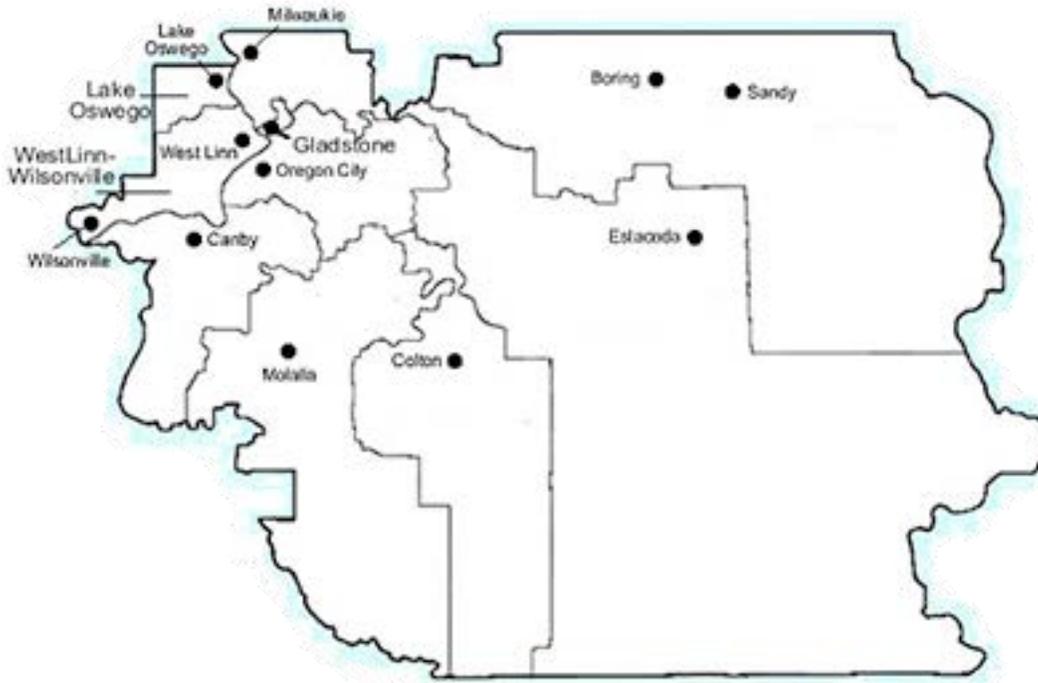


Source: Census, ACS, 2021, 1-year estimates, Table S1501

## Poverty

- In 2021, the average poverty rate of all people living in Clackamas County was at 8.3 percent compared to 12.2 percent in Oregon.
- The level of educational attainment seemed to significantly influence the rate of poverty in the county in 2021.
- Clackamas County residents with less than a high school education had a much higher poverty rate at 20.3% than residents with either a high school diploma (11.2%), some college or associate's degree (7.2%), or a bachelor's degree or higher (4.1%).

# Cities in Clackamas County



## City Demographic Fast Facts

| 2021                    | Median Age | Bachelor's Degree or Higher (25 years and older) % | Median Household Income | People whose income in past 12 months is below the poverty level % | Veteran Status | Disability Status | Civilian noninstitutionalized population with health insurance coverage | Total households with broadband internet subscription |
|-------------------------|------------|--|-------------------------|--|----------------|-------------------|---|---|
| <b>Clackamas County</b> | 41.4       | 36.8%  | \$ 76,597               | 8.5%   | 8.7%           | 11.7%             | 94.4%   | 87.3%   |
| <b>Canby</b>            | 37.8       | 25.9%  | \$ 66,433               | 10.3%  | 9.7%           | 13.3%             | 93.5%   | 86.1%   |
| <b>Estacada</b>         | 33.5       | 14.7%  | \$ 60,893               | 8.3%   | 12.8%          | 11.7%             | 93.5%   | 70.7%   |
| <b>Gladstone</b>        | 38.5       | 25.4%  | \$ 61,045               | 13.3%  | 7.8%           | 14.8%             | 94.2%   | 81.1%   |
| <b>Happy Valley</b>     | 38.9       | 54.6%  | \$ 124,968              | 3.2%   | 6.2%           | 7.1%              | 96.7%   | 95.0%   |
| <b>Lake Oswego</b>      | 47.0       | 70.1%  | \$ 100,461              | 4.5%   | 6.6%           | 7.9%              | 97.0%   | 92.3%   |
| <b>Milwaukie</b>        | 40.8       | 34.8%  | \$ 63,421               | 10.8%  | 7.9%           | 13.1%             | 94.0%   | 87.2%   |
| <b>Molalla</b>          | 33.7       | 12.9%  | \$ 61,185               | 15.4%  | 9.8%           | 10.8%             | 94.9%   | 80.5%   |
| <b>Oregon City</b>      | 37.9       | 25.5%  | \$ 71,856               | 9.9%   | 8.9%           | 12.6%             | 94.1%   | 88.3%   |
| <b>Sandy</b>            | 34.2       | 17.3%  | \$ 64,296               | 10.9%  | 6.8%           | 13.4%             | 94.9%   | 89.3%   |
| <b>West Linn</b>        | 42.4       | 60.4%  | \$ 104,061              | 5.0%   | 7.3%           | 9.0%              | 97.8%   | 92.8%   |
| <b>Wilsonville</b>      | 35.6       | 44.8%  | \$ 69,043               | 11.0%  | 7.4%           | 8.8%              | 93.5%   | 86.5%   |

Source: Census, ACS, 2021 1-year estimates, Tables DP02, DP03, and B01002

## **Governing Board**

Clackamas County and its component units are governed by a five-member [Board of County Commissioners](#) (BCC). The Board Chair, having equal authority with the other Commissioners, conducts Commission meetings and events, represents the Board's position on issues, and coordinates the agenda for the weekly business meetings. Although County Commissioners are elected at large, this Board has assigned 'areas of outreach' for each Commissioner so that the County's diverse geographical regions will each be heard by one of the five Commissioner positions.

The Board of County Commissioners also serves as the governing body of several component units. These units have their taxing authority and therefore their budgets are not included in this document. The component units include:

- Clackamas County Development Agency (CCDA), an Urban Renewal Agency
- Clackamas County Enhanced Law Enforcement Service District (ELED)
- North Clackamas Parks and Recreation District (NCPR)
- Water Environment Services (WESV), a regional sanitary sewer district
- Clackamas County Service District No. 5 (SDN5), a street and highway lighting district
- Clackamas County Extension and 4-H Service District (EX4H)
- Library Services District of Clackamas County (LBSD)
- The Housing Authority of Clackamas County (HACC)

Daily administrative functions are overseen by an appointed County Administrator, while the Board of Commissioners sets policy, adopts the annual budget, and passes ordinances under state law. Following nationwide recruitment, the Board of Commissioners selected Gary Schmidt, formerly Director of the County's Public and Government Affairs department, as the County Administrator. Mr. Schmidt began in early 2019 and oversees the activities of the many County departments and is Chief Administrator for several County Service Districts. Also included in this report are the activities of the six elected officials, who serve as department heads overseeing their respective functions.

- The Sheriff provides patrol, investigation, civil process, and corrections services.
- The District Attorney prosecutes criminal charges and maintains family support enforcement.
- The Treasurer is the investor and custodian of County funds.
- The County Clerk conducts elections and maintains official records.
- The County Assessor is responsible for the valuation of property for taxation and the subsequent application of all levies in the County to those properties.
- The Justice of the Peace oversees the hearing of traffic violation cases, small claims, and other judicial matters coming before the Circuit Court.

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

Elected officials have greater autonomy than appointed department heads but must still have their budgets approved by the Budget Committee. Per Oregon Local Budget Law, the committee consists of the Commissioners and an equal number of citizens who review and approve the departmental budgets for each fiscal year.

## **PUBLIC INVOLVEMENT**

Citizens are encouraged to become involved in the County's budget process. Public comments are welcome at [Budget Committee](#) and Board of County Commissioners meetings. Meeting schedules, notices, budget information, and instructions for public participation are available via the County's website which can be found at <https://www.clackamas.us/budget/budget-presentations>. Budget information is also available at the County Finance Office, in the Public Service Building (2051 Kaen Road, Oregon City, Oregon 97206), and at each Budget Committee meeting.

In addition to budget matters, there are over fifty other advisory boards and commissions working on a wide variety of issues of interest to County citizens. Detailed information about each of these groups can be found online at <https://www.clackamas.us/community/abc>.

## **FINANCIAL STRUCTURE**

Clackamas County organizes its financial information into five standard fund groups. Included is one General Fund, along with numerous special revenues, debt service, internal service and enterprise, and capital projects funds. All funds are disclosed in an annual comprehensive financial report and audited by an independent auditing firm.

Clackamas County adopts a balanced budget meaning that the estimate of resources must equal the estimate of requirements for each fiscal year. This means that the sum of expenditures authorized plus the amounts to be held aside for contingencies and reserves must equal the resources available. County policy dictates that if revenues do not come in as anticipated, expenditures must be reduced accordingly. All funds are budgeted in conformance with Oregon Local Budget Law found in Oregon Revised Statutes, Chapter 294, and all funds are appropriated. Contingency is the most common allocation not attributable to a specific organizational unit. The resolution authorizing appropriation for each fund sets the level by which expenditures cannot legally exceed appropriations. Each budget is prepared with line-item detail but compliance is required only at the level of legal appropriation. The Supplemental Information section of this publication contains a copy of the ordinance adopting the budget accompanied by additional detail showing the legal appropriation level within each fund.

## **BASIS OF ACCOUNTING AND BUDGETING**

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

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

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

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

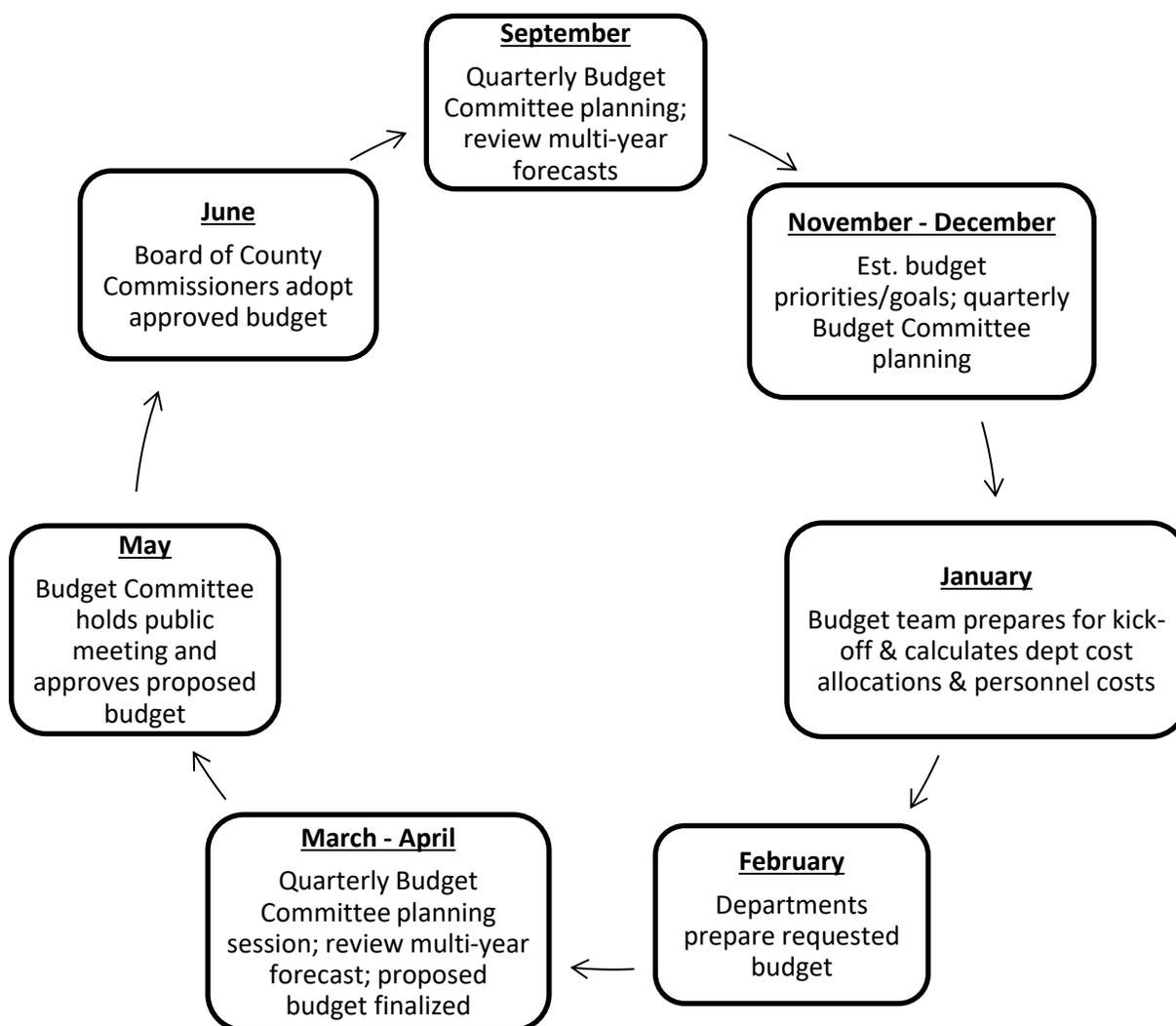
The County maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in Oregon Revised Statutes, Chapter 294 which prescribes the format and content of local government budgets in the state. All of the General Fund, special revenue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

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

## BUDGET ADOPTION PROCESS

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

The Budget Committee is composed of the County Commissioners and an equal number of appointed citizen members serving staggered terms. The Budget Committee meets a few times per year to review the long-term forecast and current year projections. The Committee also refines budget policies and directions to guide staff in preparing the budget. The budget process is based upon these policies and directions, which are incorporated into a comprehensive book of budget instructions known as the Budget Manual. A budget training is held to distribute manuals to those staff members charged with the preparation of the upcoming year's budget. At that meeting, new policies and guidelines are discussed, as are any changes in procedure. Departments then spend the next several weeks compiling their budget requests for the upcoming year.



Each department submits its requested budget package to the Budget Office. The budget staff reviews the information to verify that all required documents are included; that anticipated revenues balance with expenditures in all funds outside the General Fund. The Budget Manager then reviews all materials and conducts preliminary analysis before review by the County Administrator, the designated Budget Officer.

The County Administrator, corresponding department directors, and budget staff, review submitted budgets. Upon review of the departmental budgets, the County Administrator instructs revisions where necessary, determines recommended levels of General Fund Support, and balances the budget. The proposed budget is communicated to the departments so they can work on the presentation and budget book material.

The Budget Committee is given the responsibility of convening public hearings during which they receive the budget message and budget document, hear public testimony and approve a budget for the County. The County Administrator presents their budget message during the first meeting. The Budget Committee has the opportunity to ask any questions about the requests before making decisions on funding levels for each department. Public testimony is heard and the Budget Committee agrees upon an approved budget.

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

### **BUDGET REVISION PROCESS**

Throughout the fiscal year, department staff and the Finance-Budget staff monitor budgets. As the year progresses, departments may need to adjust or change the original budget due to unanticipated changes in revenues or to get approval for redirection of appropriations. Amendments are scheduled quarterly to update the budget by allowing for unforeseen circumstances. Oregon Local Budget Law regulates the supplemental process ([ORS 294.471](#)). The budget may be amended after adoption by any one of four methods.

|   | <b>Budgetary Change</b>   | <b>Approval Level</b>                 |
|---|---|---------------------------------------|
| 1 | Transfer within a fund - within operating budget  | 1. Director<br>2. Finance-Budget Team |
| 2 | Transfer within a fund - between budget categories  | Board                                 |
| 3 | Supplemental budget (changes in expenditures)   | Board                                 |
| 4 | Other budgetary changes <ul style="list-style-type: none"> <li>• Loans</li> <li>• Elimination of unnecessary funds</li> <li>• Emergency authorizations</li> </ul> | Board                                 |

Transfers within a fund, and within the operating budget, are adjustments of line-item appropriations in an organizational unit and these changes are processed as needed because they do not require action by the Board of County Commissioners.

The Board of County Commissioners may approve the change by resolution during a regular weekly business meeting, providing prior notice has been published. Public testimony is accepted at the hearing if anyone wishes to air concerns regarding the proposed appropriation changes. Oregon Local Budget Law also allows for additional appropriations in special circumstances when new funds are dedicated to a specific purpose (ORS 294.338). The additional appropriations are approved by resolution of the Board at their regular weekly meeting as needed. Budget transfers between categories within a fund are approved by resolution of the Board of County Commissioners.

In 1993, the Board of County Commissioners adopted a resolution encompassing the following budget policies governing Clackamas County operations. Minor updates were incorporated by the Commissioners in 2004. In 2020 a large scale project was begun to update the County's financial policies. The status of the budget policies under review or recently updated will be identified with a note on the following pages. These policies were formulated by the County Administrator and his staff and forwarded to the Board for their approval.

### **Statement of Philosophy**

The budget is an annual financial and operational plan. It is a clear statement of County priorities as established by the Board of County Commissioners. Any alteration of the approved plan requires prior approval of the BCC. *The County will adopt a balanced budget for each fund meaning that budgeted expenditures plus contingencies and reserves if required, will be met by an equal amount of budgeted resources.* The annual budget process shall address County priorities and packages of options and recommendations for BCC decisions. The budget is a measure of the performance of departments. Department heads will be held accountable for performance within the context of their budget.

### **Fees and Charges**

It shall be the policy of the County to establish fees that are in compliance with state statutes and County ordinances. When fees are established, the fee will be set to recover the total cost associated with the service provided. A level of charges below total cost may be approved by the Board of County Commissioners if considered in the best interest of Clackamas County. Each department will recommend to the County Administrator a list of existing services and/or materials that are available to the public through Clackamas County government which the department head believes worthy of a service fee or charge. The County Administrator/Budget Officer, in cooperation with the department, will determine concurrence or modifications to the list. Upon concurrence, the department will prepare the revenue projections and appropriate documents with the submission of the annual budget.

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

Note: This policy is currently being reviewed.

### **Capital Improvement Plan**

Clackamas County will prepare a prioritized five-year Capital Improvement Plan (CIP) addressing large-scale investments in facilities, equipment, and transportation. The CIP will provide estimates of costs, identify sources of funding and financing alternatives, and describe sites of construction projects and any other significant additional project characteristics. Capital improvements identified in the plan will have a minimum estimated cost of \$50,000. The plan will be updated annually and all changes will be reviewed for approval by the Board of County Commissioners.

*Implementation:* The Board of County Commissioners approves both a five-year and a twenty-year CIP. The FY 2018-2022 is the current five-year CIP, and the twenty-year CIP runs from FY 2015-2035. Copies of these documents are available upon request.

### **Capital Outlay Expenditures**

Capital outlay budgets will include all anticipated expenditures for individual items with a cost greater than \$5,000 and a useful life expectancy of one year or more. Purchases below the thresholds are budgeted in the Materials and Services category. Only capital projects and acquisitions conforming to this policy will be undertaken by the County. Each year's budget for capital expenditures will be in conformance with the Capital Improvement Plan and compliance with requirements of Bills and Laws of the Oregon Revised Statutes.

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

### **Budget Amendments**

Clackamas County departments shall plan annual budgets for each fiscal year which accurately reflect the service priorities and needs of the residents as directed by the Board of County Commissioners. When revenues are not received as planned, the corresponding expenditures shall not be made. It is the responsibility of the department head/elected official to ensure that the necessary reduction in expenditures occurs. When new sources of grant revenue become available, departments shall request a budget change but must spend the additional revenues only for the programs or activities specified in the grant.

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

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

### **Inflation Guidelines**

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

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

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

## **Revenue Policy**

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

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

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

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

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

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

## **Budgeting Fund Balance**

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

## **Budgeting Contingency Amounts**

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

1. The amount of the Contingency account will be set annually as an amount or percentage of the total resources budgeted in the fund. The amount or percentage to be used will be set by the Budget Officer to assist in preparing requested budgets, and will be based on the following criteria:
  - a. the total resources typically available to the fund compared to the resources needed to fund annual service priorities,
  - b. expenditure history in the fund, and

- c. circumstances outside the control of the County.

### **Use of Contingency**

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

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

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

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

### **Travel**

Effective 7-1-2021 the county's travel policy sets guidelines and internal controls for travel in connection with conducting Official County Business.

This policy and the Travel Manual deriving from it (together, "Travel Program") contain all of the required elements to be considered an "accountable plan" for payment of business travel expenses under IRS Publications 463 and 535.

The Travel Program and the forms to which it refers are maintained by the Clackamas County Department of Finance. Only authorized forms referenced in the travel manual should be used for reporting or reimbursement claims. Departments may not develop more or less restrictive "department travel policies."

It is County policy to pay for travel-related costs incurred during travel while on official County business. In addition to this policy, such payment is subject to all applicable statutes, regulations, collective bargaining agreements, and contracts. The Finance Department will train departments on all of the components of the Travel Program. Department/Division Directors and supervisors are responsible for ensuring all individuals under their supervision who travel have received training in the Travel Program and are aware of the potential consequences of program violations. Departments should provide the policy, manual and relevant forms to volunteers conducting County business and remind them of their obligations to abide by the policies herein.

Personal accumulation of airline miles associated with County travel is strictly prohibited.

## **Financial Assistance**

Effective 1-1-2021 the county's financial assistance management policy is designed to ensure that Clackamas County manages all financial assistance agreements in compliance with the required regulations in order to retain current funding levels for the vital programs and services delivered to our community.

It is the policy of Clackamas County that all County Departments and Service Districts are responsible for ensuring proper administration of financial assistance agreements in conformance with the Financial Assistance Management Manual (Manual).

The Manual shall at a minimum include:

- a) Overview of Financial Assistance Administration
- b) Federal Financial Assistance Administration Rules and other Grant Administration
- c) Policies
- d) Receiving Financial Assistance
- e) Charging of Salaries, Wages, and Benefits – Including Leave
- f) Charging Allocated and Indirect Costs vs the de Minimis Rate
- g) Issuing a Financial Assistance Agreement
- h) Sub recipient monitoring
- i) Closing a Financial Assistance Agreement
- j) Conflicts of Interest

## **Procurement Cards**

Effective 1-1-2020 the county's policy and procedures on the Procurement Card Program ("Program") empowers the employee, who has the authority and responsibility, to purchase goods and services for the County in a convenient manner that also reduces the costs associated with initiating and paying for those purchases. The Program is designed for the purchase of low risk and low dollar transactions (generally in the direct procurement threshold as defined in the Clackamas County Local Contract Review Board Rules ("LCRB")). The County's bank vendor is US Bank and transactions are managed using the County's PeopleSoft Financial System, unless otherwise authorized by the Finance Department.

This Policy is applicable to the Public Officials (as broadly defined in ORS 244.020(14)) of the County and all County Departments and special districts, including, but not limited to County service districts, urban renewal agencies, and the Housing Authority of Clackamas County.

The Finance Department is delegated the authority to implement and administer the Program by establishing a Procurement Card Manual ("Manual") outlining the procedures and standards for use of procurement cards. It is the intent of this Policy to authorize Finance to update the Manual from time to time as needed without the necessity to modify this Policy. The Manual shall at a minimum include:

- a) Overview of Program
- b) Definitions of Roles and Responsibilities
- c) Assignment and Control of Procurement Cards
- d) Required Transaction Documentation
- e) Handling of Lost/Stolen PCards, Declines, and Fraudulent Use
- f) Consequences for Non-Compliance with Policy and Manual

## Policy on Reserves for Future Expenditures and Contingency

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

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

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

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

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

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

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

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

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

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

### III. Other Funds Budgeted Reserves Policy:

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

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

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

Note: This policy is currently under review and an updated version is expected to be formally considered in/or before FY23-24.

## **Debt Issuance and Management Policy**

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On July 21, 2022, the Board of County Commissioners adopted a resolution implementing the following debt issuance and management policies for Clackamas County. These policies were written by the County Finance Director, County Counsel, and County Treasurer and established roles for each of these officials in the process of issuing debt and in its subsequent repayment, management, and reporting.

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

### **Reason for Issuing Debt**

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

### **Types and Amounts of County Indebtedness**

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

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

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



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|-------------------------------------|-----------------------|
| <input checked="" type="checkbox"/> | Administrative Policy |
| <input type="checkbox"/>            | Operational Policy    |

## Clackamas County Policy

|                       |                        |                  |           |
|-----------------------|------------------------|------------------|-----------|
| Name of Policy        | Debt Management Policy | Policy #         | FIN-1.102 |
| Policy Owner Name     | Elizabeth Comfort      | Effective Date   | 7-21-2022 |
| Policy Owner Position | Finance Director       | Approved Date    | 7-21-2022 |
| Approved By           | BCC                    | Next Review Date | 7-21-2025 |

### I. PURPOSE AND SCOPE

This policy provides guidance on the issuance, structure, and management of the County and its agencies' long- and short-term debt. This policy reflects debt management best practices as recommended by the Government Finance Officers Association (GFOA).

### II. AUTHORITY

This policy is adopted through BCC Resolution 2022-71 dated July 21, 2022 and supersedes the previous policy adopted by BCC Board Order 96-689 dated November 7, 1996.

### III. GENERAL POLICY

The County and its Agencies (County) shall undertake and maintain all long- and short-term debt financings in compliance with applicable Federal law, the Oregon Constitution, Oregon Revised Statutes (ORS), and Oregon Administrative Rules (OAR). The County will further comply with Security and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MSRB) rules regarding ongoing disclosure, and oversight of participants in the municipal debt market including advisors and securities dealers. Finally, the County will comply with IRS regulations for tax-exempt and tax-advantaged debt issuance.

The Debt Management Policy sets forth the practices for debt issuance and the management of outstanding debt. The Policy establishes certain limits which recognize the County's capital requirements, its ability to repay financial obligations, and the existing legal, economic, financial, and debt market conditions. Specifically, the Policy is intended to assist the County in the following:

1. Evaluating available debt issuance options;
2. Maintaining appropriate capital assets for present and future needs;
3. Promoting sound financial management through accurate and timely information on financial conditions;
4. Protecting and enhancing the County's credit rating(s); and
5. Safeguarding the legal use of the County's financing authority through an effective system of internal controls.

### IV. DEFINITIONS

A) Agencies - refer to legally separate organizations for which Clackamas County is financially accountable and has a significant role in their governance and management. Clackamas County currently has seven agencies: the Clackamas Development Agency, North Clackamas Parks & Recreation District (NCPRD), Library Service District of Clackamas County, Extension and 4-H Service District, Enhanced Law Enforcement District, Street Lighting District, and Water Environment Services.

Water Environment Services (WES), a frequent debt issuer, has been delegated authority to adopt its own debt policy.

B) Arbitrage - refers to the difference between the interest paid on tax-exempt bonds and the interest earned by investing proceeds of tax-exempt bonds in higher-yielding

taxable securities. Federal income tax laws generally restrict the ability to earn arbitrage in connection with tax-exempt bonds.

C) Bond Counsel - an attorney or law firm retained by the County to advise and prepare debt issuance and continuing disclosure documents. An important function of Bond Counsel is to provide an opinion regarding the tax-exempt status of a bond issue.

D) Continuing Disclosure – disclosure of material information provided to the marketplace by the County and Agencies after the initial issuance of municipal debt. Such disclosures include, but are not limited to, annual financial information, certain operating information and notices about specified events affecting the County or Agencies, the municipal debt itself or the project(s) financed.

E) Credit Enhancement - the use of the credit of an entity other than the County to provide additional security in a bond or note financing. This term typically is used in the context of bond insurance, bank letters of credit and credit programs offered by federal or state agencies.

F) Credit Rating - an opinion by a rating agency (e.g., Moody's Investors Service, and Standard & Poor's) on the creditworthiness of a bond issue.

G) EMMA (Electronic Municipal Market Access System) - an online source operated by the MSRB providing free access to municipal disclosures and educational materials about the municipal securities market. EMMA serves as the source for official statements and other primary market disclosure documents for new issues of municipal debt, as well as the official source for continuing disclosures on outstanding debt issues.

H) Finance Director - For the purpose of this Policy each reference to the "Finance Director" shall mean the County's Finance Director or their designee, which may include Agency staff.

I) Interfund Loans:

1. Capital Loan – a loan between County funds for the purpose of financing the design, acquisition, construction, installation, or improvement of real property.
2. Operating Loan – a loan between County funds for the purpose of paying operating expenses.

J) Municipal Advisor - a person or firm registered and regulated by the Securities and Exchange Commission and MSRB who provides advice to the County and its agencies with respect to the issuance of municipal debt, including advice regarding structure, timing, terms, the method of sale and other matters concerning such financial obligations. SEC regulations require that Municipal Advisors maintain a fiduciary duty to advise and act in the County's best interest.

K) Municipal Securities Rulemaking Board (MSRB) - a self-regulatory organization, consisting of representatives of securities firms, bank dealers, municipal advisors, issuers, investors and the public, that is charged with primary rulemaking authority over municipal securities dealers and municipal advisors. MSRB rules are approved by the Securities and Exchange Commission (SEC).

L) Official Statement - a document prepared on behalf of the County or Agency in connection with a primary debt offering that discloses material information. Official statements typically include information regarding the purposes of the issue, how the securities will be repaid, and the financial and economic characteristics of the issuer. This information is used by investors and other market participants to evaluate the credit quality and potential risks of the primary offering.

M) Refunding - a process whereby the County refinances outstanding bonds by issuing new bonds. The primary reason for refunding bonds is to reduce the County's interest costs. Other reasons include restructuring debt service payments, releasing restricted revenues, and easing administrative requirements.

N) Securities and Exchange Commission (SEC) - a federal agency responsible for supervising and regulating the securities industry. Although municipal securities are exempt from the SEC's registration requirements, Municipal Advisors and securities dealers are subject to SEC regulation and oversight.

O) Tax Certificate - a document executed by the County at the time of initial issuance of tax-exempt bonds certifying to various matters relating to compliance with federal income tax laws and regulations, including arbitrage rules.

P) Underwriter (or Investment Banker) - a municipal securities dealer that purchases a new issue of municipal debt from the County often for resale in the secondary market. The underwriter may acquire the securities either by negotiation with the County or by award based on competitive bidding.

## **V. POLICY GUIDELINES**

The Finance Director is responsible for administering the County's debt programs, including the sale and management of debt, and monitoring ongoing federal and state regulatory compliance. The Finance Director may delegate debt management to individual Agencies.

The Finance Director has delegated authority to WES to adopt its own policy.

The Finance Department shall assume the lead role for all County debt issuance and management activities, unless otherwise delegated to County Agencies, and make recommendations to the Board of County Commissioners as necessary to accomplish County's debt financing objectives. The Finance Director may choose to delegate authority to another member of the Finance Department staff to lead the debt management process and assume the responsibilities as outlined in this policy.

Departments and Agencies are responsible for coordinating with the Finance Department in connection with any planned or active debt issuance to ensure compliance with the Debt Management Policy and other rules and regulations.

Long-term debt obligations will not be used to fund general operations of the County. The scope, requirements, demands of the County budget and financial plan, reserve levels, and the ability or need to expedite or maintain the programmed schedule of approved capital projects, will be considered when deciding to issue long-term debt. All borrowings must be authorized by the Board of County Commissioners.

Debt cannot be issued to fund capital projects unless such capital projects have been included in a budget and associated capital improvement plan (CIP). Inclusion in the CIP may occur as part of an action related to budget approval or budget adjustment approved by the Board of County Commissioners.

For debt-financed projects, the County shall consider making a cash contribution, "Pay-As-You-Go" funding, as a source of funds from either current resources or from outside cash funding sources (e.g., state or federal grants) to County projects. The target cash contribution shall be determined on a case-by-case basis for each given project; however, a minimum cash contribution must be made to cover project costs which cannot be capitalized and/or ineligible under the federal tax code on tax-exempt bonds.

Agencies shall consider making cash contributions, “Pay-As-You-Go” funding, to their respective projects from their resources or outside funding sources (e.g. state or federal grants). Agency dollars have a restricted purpose that cannot be distributed to the County for projects, unless there is a direct correlation to the Agency’s purpose(s).

At least every three years, the Finance Director shall review the County’s Debt Management Policy and, if needed based on market, statutory or regulatory developments, recommend updates for approval. In addition, the Debt Management Policy may be updated at any time for any immediate needs (e.g., new regulations) subject to County approval.

Section VI describes the requirements and procedures of the County’s Debt Management Policy and is organized under the following headings:

- A. Type and Use of Debt
- B. Federal, State or Other Loan Programs
- C. Debt Refinancing
- D. Debt Structure Considerations
- E. Method of Sale
- F. Investment of Bond Proceeds
- G. Credit Ratings/Objectives
- H. Bond Issuance Investor Relations
- I. Post Issuance Tax and Arbitrage Rebate Compliance
- J. Disclosure and Continuing Disclosure
- K. Consultants and Advisors
- L. Interfund Loans
- M. Reporting Requirements

## **VI. PROCESS AND PROCEDURES**

### **A. Type and Use of Debt**

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

1. General Obligation Bonds - General obligation (GO) bonds are authorized under ORS 287A, payable from a dedicated tax levy and subject to voter approval by the electorate of the County.

General obligation bonds will be issued to finance capital projects that benefit the County as a whole.

2. Full Faith and Credit Obligations - Full Faith and Credit Obligations (FFC) authorized under ORS 287A are similar to General Obligation Bonds as the County is still required to use all legally available resources to meet debt service. However, FFC’s do not include a pledge of an unlimited property tax, nor do they generate an additional property tax resource available to pay debt service. As such, they do not require voter approval, and are instead backed by the general revenue and taxing power of the County within the limits imposed by the Oregon Constitution, Article XI, Section 11.

FFC’s may be secured by a variety of pledges including property tax, gas tax and other resources of the County. FFC’s are issued for projects such as transportation, public safety, facilities, equipment and other projects as authorized by the County

Board of Commissioners.

3. Revenue Bonds - Revenue bonds issued under ORS 287A are payable from available revenues and will be used for County enterprise activities (e.g., Water Environment Services). Although other specific enterprise revenues can be used for debt service, no property taxes are pledged to the bonds.

Revenue bonds are not subject to constitutional or statutory debt limits, the County's or County agency debt will not exceed legal or contractual limitations, such as rate covenants or additional bonds tests imposed by then-existing financing covenants. Revenue bonds are typically not subject to voter approval; however, they may be subject to referral.

4. Other Financing Tools - The County may utilize other financing long-term methods such as Certificates of Participation, Capital Leases secured by the property, urban renewal secured by tax increment revenues, or local improvement district financings secured by assessments.

In each case, the Finance Director will consult with the County's Municipal Advisor and Bond Counsel on the feasibility of these capital financing instruments. This includes analyzing the effects on debt capacity, budget flexibility, cash flow sufficiency, cost of issuance, and other market factors. In all cases, any financing requires the approval of the Board of County Commissioners.

5. Variable Rate Obligations - The County will generally seek to obtain financing through fixed rate obligations. When appropriate, however, the County may choose to issue variable rate obligations. Such variable rate obligations may pay a rate of interest that varies according to a predetermined formula or a rate of interest that is based on a periodic remarketing of securities.
6. Short-Term Financing - The County may issue short-term notes (e.g., Tax Anticipation, Bond Anticipation, Revenue Anticipation and Grant Anticipation) when necessary and approved by the County Board of Commissioners. Anticipation notes are secured by a revenue pledge of taxes committed, but not yet collected, anticipated bond proceeds, project revenues and anticipated grant resources. Prior to selling Revenue and Grant anticipation notes the County must identify a secondary source of repayment for the notes if expected project revenue/grant funding does not occur.

## **B. Federal, State, or Other Loan Programs**

To the extent it benefits the County, the County may participate in federal, state, or other loan programs that are secured by any of the sources identified above. The Finance Director shall evaluate the requirements of these programs to determine if the County is well served by employing them and make recommendations to the County Administrator and Board of County Commissioners.

For purposes of this Policy, the County shall treat and report these commitments in a manner consistent with other County debt obligations. To the extent required by the loans or other outstanding debt agreements, the County shall include the financial requirements of these commitments when determining additional bonds tests, coverage requirements, debt limitations, continuing disclosure requirements and any other conditions imposed by the

County's outstanding obligations.

### **C. Debt Refinancing**

Refunding obligations may be issued to retire all or a portion of an outstanding debt issue. Economic refunding may refinance high-coupon debt at lower interest rates to achieve debt service savings. Alternatively, the County may conduct a refunding for reasons other than cost savings, such as to restructure debt service payments, to change the type of debt instruments, to release restricted revenues, to ease administrative requirements, or to remove undesirable covenants.

The Finance Department and Municipal Advisor will monitor refunding opportunities for all outstanding debt obligations on a periodic basis applying established criteria in determining when to issue refunding debt and bring forth the recommended opportunities with appropriate Board of County Commissioners actions and related documentation.

For coordination purposes, notification should be made to the County Treasurer as soon as the County decides to move forward with a debt refinancing.

### **D. Debt Structure Considerations**

1. Maturity of Debt - The final maturity of the debt shall not exceed, and preferably be less than, the remaining average useful life of the assets being financed, and to comply with Federal tax regulations, the average life of a financing shall not exceed 120% of the average life of the assets being financed.
2. Debt Service Structure - In consultation with the Municipal Advisor debt service payments for new money issues will be structured according to the type of debt issuance (e.g., general obligation vs. revenue bonds), revenue sources and anticipated revenue collections. The Finance Director will recommend debt service repayment plans based on overall affordability with the goal of repaying the debt as quickly as feasible.
3. Lien Structure - Senior and subordinate liens may be used to maximize the most critical constraint, either cost or capacity, thus allowing for the most beneficial leverage of revenues.
4. Capitalized Interest – Excluding business-like activities, the County may elect to fund capitalized interest in connection with the construction of certain projects if revenue from such projects or from other identified sources is not initially available to pay debt service on related debt. Additionally, the County may consider funding capitalized interest if such a strategy will minimize the financial impact to of such borrowing on County rate or taxpayers.
5. Reserve Funds - A reserve fund for a debt issuance may be required for credit rating or marketing reasons. If required, such reserve fund can be funded with:
  - a. The proceeds of a debt issue;
  - b. The reserves of the County; or,
  - c. A surety policy.

A cash reserve fund will be invested pursuant to the investment restrictions associated with the respective financing documents and the County's investment policy. For each debt issue, the Finance Director will evaluate whether a reserve fund is necessary for credit rating or marketing purposes and the benefits of funding or maintaining the reserve requirement with cash or a surety policy, in addition to determining the benefits of borrowing the necessary funds or using cash reserves. This evaluation will be done in consultation with finance staff, Treasurer's Office and in consideration of the chart of accounts structure.

6. Redemption Provisions - In general, the County will seek the right to optionally redeem debt at par as specified in the bond issuance documents no later than ten years after issuance. Redemption provisions will be established on a case-by-case basis, taking into consideration market conditions and the results of a call option analysis prior to the time of sale. Because the issuance of non-callable debt may restrict future financial flexibility, cost will not be the sole determinant in the decision to issue non-callable debt.
7. Credit Enhancement - Credit enhancement (e.g., bond insurance or letters of credit) on County financings will only be used when net debt service is reduced by more than the cost of the enhancement. The County will evaluate the availability and cost/benefit of credit enhanced debt versus unenhanced debt prior to issuing any debt.

#### **E. Method of Sale**

The County will select a method of sale that is the most appropriate when considering the financial market, transaction-specific and County-specific conditions, and advantages. There are three basic methods of sale: Competitive Sale, Negotiated Sale, and Direct Placement. Each type of debt sale has the potential to provide the lowest cost or satisfy other priorities given the right conditions.

In consultation with the Municipal Advisor, the Finance Director will select the most appropriate method of sale considering the prevailing financial market and transaction-specific conditions. If a negotiated sale is expected to provide overall benefits, the senior managing underwriters and co-managers shall be selected through the process described in Section K.4.

#### **F. Investment of Bond Proceeds**

The County Treasurer is responsible for investing bond proceeds in accordance with legal requirements and the County's Investment Policy.

For each debt issuance the Finance or Agency staff will provide the County Treasurer with cash flow/projection spreadsheet(s), as known, so the County Treasurer can maximize the return on the investment of the bond proceeds.

#### **G. Credit Ratings/Objectives**

The County's objective is to maintain an excellent credit rating (or ratings) considering the County's financial condition as a way of balancing financing costs and cash flow. The Finance Director shall be responsible for managing the County's credit rating agencies relationship. This effort shall include providing the rating agencies with the County's annual

budget, financial statements, and other information they may request. Full disclosure of operations will be made to the credit rating agencies.

The Finance Director shall also coordinate periodic meetings with the rating agencies and communicate with them prior to each debt issuance. The County will evaluate the benefits of a higher rating at lower debt cost versus a lower rating that provides more debt capacity and flexibility.

#### **H. Bond Issuance Investor Relations**

The Finance Director shall be responsible for managing relationships with bond issue related investors. The Finance Director will also be responsible for responding to inquiries from institutional and retail investors related to bonds, and for proactively communicating with such bond issue related investors if necessary. Such communication shall be made only as permitted under applicable federal securities laws, in consultation with the County's bond counsel. Nothing in this section of this policy should be construed to supersede the County's investment policy managed by the County Treasurer as outlined in section F (above).

#### **I. Post Issuance Tax and Arbitrage Rebate Compliance**

The County will comply with all financing covenants to maintain the validity of the issuance of debt, including, but not limited to tax-exemption, arbitrage rebate compliance, insurance provisions, reporting and monitoring requirements. Any instance of noncompliance will be reported to the Board of County Commissioners.

1. External Advisors and Documentation - The County shall consult with bond counsel, County Counsel, County Treasurer, and advisors, as needed, throughout the debt issuance process to identify requirements and to establish procedures necessary or appropriate so that the bonds or other obligations will continue to qualify for tax-exempt status, if applicable.

Those requirements and procedures shall be documented in the tax certificate and agreement ("Tax Certificate") and/or other documents finalized at or before issuance of the bonds. Those requirements and procedures shall include future compliance with applicable arbitrage rebate requirements and certain other applicable post-issuance requirements of federal tax law throughout (and, in some cases, beyond) the term of the bonds. This shall include, without limitation, consultation in connection with any potential changes in use of bond-financed or refinanced assets.

The County may engage expert advisors to assist in the calculation of arbitrage rebate payable in respect of the investment of bond proceeds, unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of bonds.

Unless otherwise provided by the transaction documentation relating to the bonds, unexpended bond proceeds shall be segregated from other funds of the County.

2. Investment Documentation - The investment of bond proceeds shall be managed by the County Treasurer (as outlined in section F). The County Treasurer shall prepare (or cause to be prepared) periodic statements regarding the investments and transactions involving bond proceeds. Finance should work with the County Treasurer before the issuance of any bonds to discuss and mutually agree on the frequency and information needed

involving the bond proceeds.

3. Arbitrage Rebate and Yield - Unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of bonds, the Finance Director or Treasurer, shall be responsible for:

- a. Either (1) engaging the services of a rebate service provider and, prior to each rebate calculation date, causing the County Treasurer<sup>1</sup> and the County's selected Trustee<sup>2</sup> to deliver periodic statements concerning the investment of bond proceeds to the rebate service provider, or (2) undertaking rebate calculations themselves and retaining and obtaining periodic statements concerning the investment of bond proceeds<sup>3</sup>;
- b. Providing to the rebate service provider additional documents and information reasonably requested;
- c. Monitoring efforts of the rebate service provider;
- d. Assuring payment of required rebate amounts, if any, no later than 60 days after each five-year anniversary of the issue date of the bonds, and no later than 60 days after the last bond of each issue is redeemed;
- e. During the construction period of each capital project financed in whole or in part by bonds, monitoring the investment and expenditure of bond proceeds and consulting with the rebate service provider to determine compliance with any exceptions from the arbitrage rebate requirements during each 6-month spending period up to 6 months, 18 months, or two years, as applicable, following the issue date of the bonds; and
- f. Retaining copies of all arbitrage reports, investment records and trustee statements.

4. Use of Bond Proceeds and Bond-Financed or Refinanced Assets

The Finance Director shall be responsible for:

- a. Monitoring the use of bond proceeds including investment earnings in coordination with the County Treasurer, reimbursement of expenditures made before bond issuance, and the use of the financed asset throughout the term of the bonds. This is to ensure compliance with covenants and restrictions set forth in the Tax Certificate relating to the bonds;
- b. Maintaining records identifying the assets or portion of assets that are financed or refinanced with proceeds of each issue of bonds (including investment earnings and reimbursement of expenditures made before bond issuance), including a final allocation of the bond proceeds documented on or before the later of 18 months after an expenditure is paid or the related project is placed in service, and in any event before the fifth anniversary of the bond issuance;
- c. Consulting with bond counsel, other legal counsel, and other advisors in the review of any change in use or transfer of bond-financed or refinanced assets to ensure compliance with all covenants and restrictions set forth in the Tax Certificate relating to the bonds;
- d. To the extent the County discovers that any applicable tax restrictions regarding use of bond proceeds and bond-financed or refinanced assets will or may be violated, consulting promptly with bond counsel, other legal counsel, and other advisors to determine a course of action to preserve the tax-exempt status of the bonds (if applicable).

## **J. Disclosure and Continuing Disclosure**

The County is required to provide disclosure, generally in the form of an official statement, relating to each public offering of debt. The County is responsible for providing complete and accurate information to be included in the official statement and is responsible for the overall

content of the document, although it may rely on an external party (e.g., bond counsel or disclosure counsel) to assist in the creation of the document.

1. Primary Disclosure Policies - The Finance Director is responsible for information requests relating to official statements to be used in the initial offering of the County's borrowings. The Finance Director will request information required for disclosure to investors and rating agencies from relevant departments and will sign a statement attesting to the accuracy and completeness of the information therein. The Board of County Commissioners will be provided with a copy of the official statement for each issue of debt.
2. Continuing Disclosure Policies - Under Rule 15c2-12 of the Securities and Exchange Commission, adopted under the Securities Exchange Act of 1934, the County is required to enter a contract to provide "secondary market disclosure" relating to each publicly offered bond issue (referred to as an "undertaking"). The Finance Director shall review any proposed undertaking to provide secondary market disclosure and negotiate any commitments therein.

Additionally, bonds sold via the direct placement method may have specific disclosure requirements required by the purchaser.

Internal procedures shall be developed that identify the information that is obligated to be submitted in an annual filing, the dates on which filings are to be made, list the events required to be disclosed, and identify the person responsible for making the filings.

The Annual Report may fulfill annual financial information filing obligations. The information provided in the Annual Report does not have to be replicated when filing with the Electronic Municipal Market Access (EMMA) portal. If the County agrees to furnish information that is outside the scope of the Annual Report, that information may be included as a supplement to the Annual Report when filing with EMMA. On its completion, the Annual Report should be immediately submitted to EMMA.

Each time the County issues new bonds, the Finance Director (in consultation with bond counsel and the municipal advisor) will review the County's compliance with prior continuing disclosure undertakings and make any necessary corrective filings.

In addition to continuing disclosure undertakings associated with public bond offerings as required by SEC Rule 15c2-12, the County may also be subject to ongoing reporting requirements associated with other debt obligations, such as bank loans.

## **K. Consultants and Advisors**

1. Municipal Advisor - The County will retain an independent registered municipal advisor (MA) through a process administered by the Finance Director consistent with the rules adopted by the County's Local Contract Review Board (LCRB). Selection of the County's MA should be based on the following:
  - a. Experience in providing consulting services to issuers similar to the County;
  - b. Ability to meet all regulatory requirements;
  - c. Knowledge and experience in structuring and analyzing large complex debt issues;
  - d. Ability to conduct competitive selection processes to obtain related financial services

- (including underwriters and other service providers);
- e. Experience and reputation of assigned personnel; and
- f. Fees and expenses.

The County expects that its MA will provide objective advice and analysis, maintain confidentiality of County financial plans, and fully disclose any potential conflicts of interest.

2. Bond Counsel - For all debt issues, the County will engage and retain an external bond counsel through a process administered by the Finance Director and County Counsel consistent with the rules adopted by the County's LCRB.

Where required by the lender and/or bond investors, debt issued by the County will include a written opinion by bond counsel affirming that the County is legally authorized to issue the debt, stating that the County has met all state constitutional and statutory requirements necessary for issuance, and determining the debt's federal income tax status. Bond Counsel may also draft the Official Statement in lieu of having a separate disclosure counsel.

3. Disclosure Counsel - The County may engage and retain, when appropriate, Disclosure Counsel through a process administered by the Finance Director and County Counsel consistent with the rules adopted by the County's LCRB, to prepare official statements for debt issues. Disclosure Counsel will be responsible for providing that the official statement complies with all applicable rules, regulations, and guidelines and be a firm with extensive experience in public finance.

4. Underwriters - For negotiated sales, underwriters will be required to demonstrate sufficient capitalization and experience related to the debt issuance in question. The Finance Director, in consultation with the Municipal Advisor, will establish a pool of qualified underwriters through a process consistent with the rules adopted by the County's LCRB and may designate one or more firms as eligible to be senior managers and one or more firms as eligible to be co-managers. Criteria to be used in the appointment of qualified underwriters will include:

- a. Quality and applicability of financing ideas;
- b. Demonstrated ability to manage the type of financial transaction in question;
- c. Demonstrated ability to structure debt issues efficiently and effectively;
- d. Demonstrated ability to sell debt across a wide span of investors;
- e. Demonstrated willingness to put capital at risk;
- f. Experience and reputation of assigned personnel;
- g. Past performance and references; and
- h. Fees and expenses.

5. Debt Issued Through Commercial Banks - The Finance Director, in consultation with the Municipal Advisor may solicit proposals from commercial banks to provide lines of credit, letters of credit, direct bank placements, and other credit facilities, as needed.

A bank or pool of banks will be selected through a process administered by the Finance Director consistent with the rules adopted by the County's LCRB.

Selection of such providers will be based upon the proposed financial terms deemed most

advantageous to the County, including, but not limited to lowest interest cost, prepayment flexibility, terms and structure, and fees.

6. Trustee and Paying Agent Services - The County Treasurer will recommend the use and selection of the Trustee and Paying Agent services as needed, based on a competitive solicitation or other list of qualified financial institutions maintained by the Treasurer and allowed by Oregon Revised Statutes.

## **L. Interfund Loans**

An interfund loan is a transfer between funds, within Clackamas County or within an Agency, for an approved amount and a plan of repayment during a specified period of time.

Interfund loans are subject to the requirements of ORS 294.468 and designed to provide financing resources to address cash flow needs of the County.

Interfund loans can be of two types:

1. Capital Loan: a loan between County funds for the purpose of the design, acquisition, construction, installation, or improvement of real property.
2. Operating Loan: a loan between County funds for the purpose of paying operating expenses.

Interfund loan requests must be reviewed and approved by the Finance Director prior to a request for authorization by Board of County Commissioners. They are subject to the following requirements, including compliance with ORS 294.468:

- a. Loans will only be authorized after it has been demonstrated that reasonable consideration was given to other potential resources available to the department/fund requesting the loan.
- b. Interfund loans must be authorized by Board Resolution, stating the fund from which the loan is made, the destination fund, the purpose of the loan, the principal amount of the loan, the interest rate at which the loan shall be repaid, and a schedule for repayment of principal and interest.
- c. The interest rate on Capital and Operating Loans shall be set at the stated rate of interest paid by Oregon Local Government Investment Pool as reported by the County Treasurer at the time the loans are approved by the Board of County Commissioners, plus two percent (2% APR).
- d. Interfund loans cannot not be made from debt service reserve funds, or any other funds restricted by law, constitutional provisions, bond covenants, grantor requirements or other County restrictions.
- e. Capital Loans cannot not exceed 10 years.
- f. Operating Loans cannot extend beyond end of the subsequent fiscal year.
- g. Interfund loans may be repaid in advance without any additional accrual of interest

or other penalties.

- h. Performance of each interfund loan shall be monitored on an annual basis jointly between the County Finance Department and the department responsible for the fund receiving the loan.

**M. Reporting Requirements**

The Finance Director will report to the Board of County Commissioners on an annual basis the following information:

- a. A summary of outstanding debt obligations to include the series name, original amount of issuance, outstanding principal amount, issue date, maturity dates, interest rates, and annual debt service;
- b. The amount of the net variable rate obligation and percentage as compared to outstanding debt, if applicable;
- c. Other considerations if applicable, including (but not limited to): refunding opportunities, performance of variable rate obligations, and/or proposed new debt issuances.

**VII. ACCESS TO POLICY**

PowerDMS  
County Intranet

**VIII. ADDENDA**

N/A

**Actions on this Policy:**

Original Policy effective date:

Amended Policy effective dates:

**Summary of Resources and Requirements**

**Total Budget Summary**

Below is a summary of four years of Clackamas County’s financial resources and requirements. Audited figures are shown for FY20-21 and FY21-22. For FY22-23, both the amended budget (through March 2023) and projected figures are shown. Finally, the FY23-24 Adopted Budget is presented. Since actual data and budgets are shown, caution is recommended when comparing the budgeted spending plan. As the Beginning Fund Balance line indicates, not all resources are spent during a year and actual expenditures should be less than budgeted expenditures.

The Clackamas County budget for FY23-24 totals \$1.27 billion, which amounts to an increase of \$62.8 million or 5.2% from the FY22-23 Amended budget. This general overview is intended to provide brief explanations of the major categories reported and highlight significant changes with particular attention to differences between the two budget columns. More complete information about the fund and department-specific resources and expenditures is presented throughout the subsequent sections of this book.

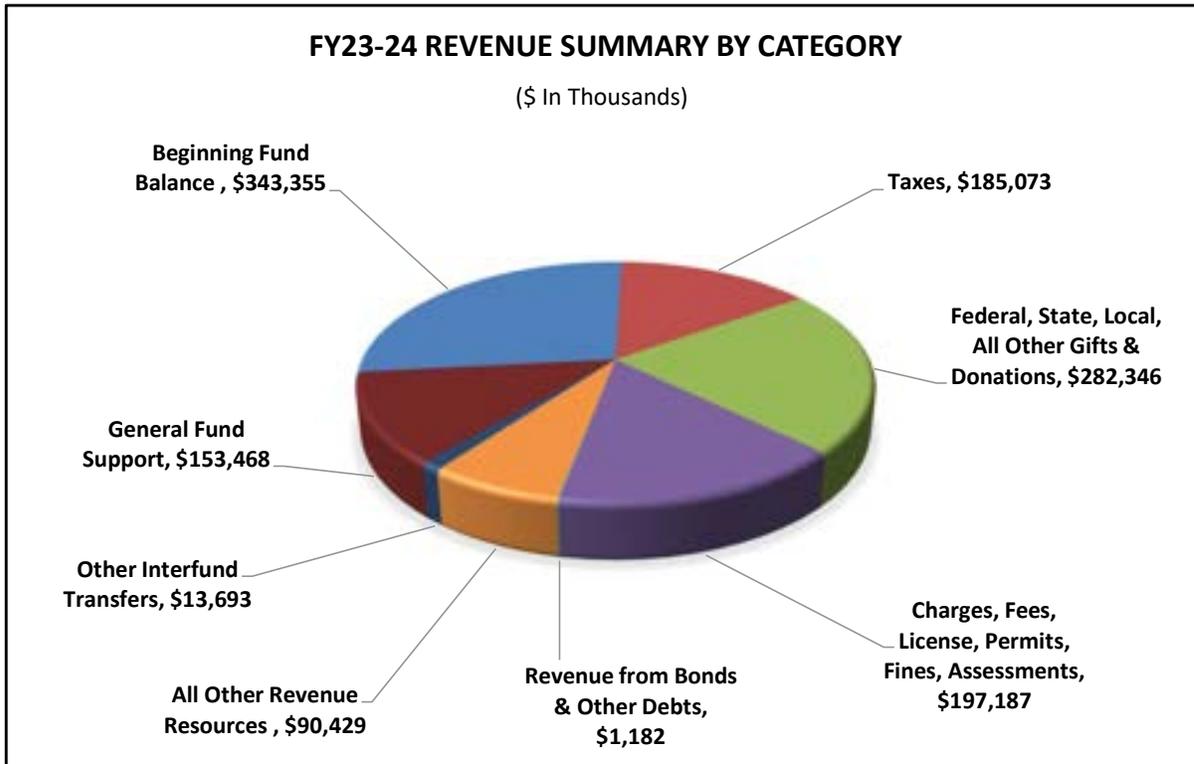
**Summary of Resources and Requirements**

**Total Budget Summary**

|  | <b>FY20-21<br/>Actuals</b> | <b>FY21-22<br/>Actuals</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected</b> | <b>FY23-24<br/>Budget</b> | <b>\$ Change</b>  | <b>% Change</b> |
|--|----------------------------|----------------------------|----------------------------|------------------------------|---------------------------|-------------------|-----------------|
| <b>Resources by Category</b>           |                            |                            |                            |                              |                           |                   |                 |
| Beginning Fund Balance                 | 239,377,429                | 277,521,967                | 288,356,492                | 323,802,956                  | 343,355,124               | 54,998,632        | 19.1%           |
| <b>Current Revenues</b>                |                            |                            |                            |                              |                           |                   |                 |
| Taxes                                  | 158,867,542                | 163,808,078                | 178,535,982                | 174,650,120                  | 185,073,280               | 6,537,298         | 3.7%            |
| Federal, State, Local, Other Donations | 172,763,086                | 224,090,154                | 284,460,468                | 279,739,531                  | 282,346,413               | (2,114,055)       | -0.7%           |
| Charges/Fees/License/Permits/Fines     | 165,263,961                | 175,857,791                | 185,680,462                | 176,938,108                  | 197,187,451               | 11,506,989        | 6.2%            |
| Revenue from Bonds & Other Debts       | 56,812,638                 | 6,655,390                  | 10,765,133                 | 938,653                      | 1,181,584                 | (9,583,549)       | -89.0%          |
| All Other Revenue Resources            | 79,508,505                 | 80,570,901                 | 92,421,520                 | 84,672,682                   | 90,428,859                | (1,992,661)       | -2.2%           |
| Interfund Transfers                    | 119,755,928                | 2,069,680                  | 7,234,348                  | 6,059,560                    | 13,693,246                | 6,458,898         | 89.3%           |
| General Fund Support *                 | -                          | 139,366,663                | 156,471,722                | 152,615,168                  | 153,467,761               | (3,003,961)       | -1.9%           |
| <b>Subtotal Current Revenues</b>       | <b>752,971,661</b>         | <b>792,418,656</b>         | <b>915,569,635</b>         | <b>875,613,822</b>           | <b>923,378,594</b>        | <b>7,808,959</b>  | <b>0.9%</b>     |
| <b>Total Resources</b>                 | <b>992,349,090</b>         | <b>1,069,940,624</b>       | <b>1,203,926,127</b>       | <b>1,199,416,778</b>         | <b>1,266,733,718</b>      | <b>62,807,591</b> | <b>5.2%</b>     |
| <b>Requirements by Category</b>        |                            |                            |                            |                              |                           |                   |                 |
| Personnel Services                     | 299,195,596                | 309,237,803                | 372,394,407                | 323,388,992                  | 379,767,408               | 7,373,001         | 2.0%            |
| Materials & Services                   | 181,194,326                | 199,818,452                | 250,428,655                | 217,699,024                  | 279,446,464               | 29,017,809        | 11.6%           |
| Capital Outlay                         | 26,948,398                 | 31,754,429                 | 103,264,181                | 59,317,825                   | 103,309,569               | 45,388            | 0.0%            |
| General Fund Support *                 | -                          | 139,366,663                | 156,471,722                | 152,615,168                  | 153,467,761               | (3,003,961)       | -1.9%           |
| <b>Subtotal Current Expenditures</b>   | <b>507,338,321</b>         | <b>680,177,348</b>         | <b>882,558,965</b>         | <b>753,021,009</b>           | <b>915,991,202</b>        | <b>33,432,237</b> | <b>3.8%</b>     |
| Debt Service                           | 48,540,765                 | 14,720,104                 | 15,016,391                 | 14,865,270                   | 15,044,700                | 28,309            | 0.2%            |
| Special Payments                       | 39,191,859                 | 49,168,429                 | 78,319,589                 | 49,333,560                   | 80,470,743                | 2,151,154         | 2.7%            |
| Interfund Transfer                     | 119,755,928                | 2,070,512                  | 19,550,744                 | 38,841,817                   | 11,669,459                | (7,881,285)       | -40.3%          |
| Contingency                            | -                          | -                          | 97,149,722                 | -                            | 121,154,983               | 24,005,261        | 24.7%           |
| <b>Appropriated Expenditures</b>       | <b>714,826,873</b>         | <b>746,136,392</b>         | <b>1,092,595,411</b>       | <b>856,061,656</b>           | <b>1,144,331,087</b>      | <b>51,735,676</b> | <b>4.7%</b>     |
| Reserve for Future Expenditures        | -                          | -                          | 96,353,008                 | -                            | 93,134,122                | (3,218,886)       | -3.3%           |
| Year End Projected Balance             | -                          | -                          | -                          | 343,355,124                  | -                         | -                 | -               |
| Unappropriated Ending Fund Balance     | -                          | -                          | 14,977,708                 | -                            | 29,268,508                | 14,290,800        | 95.4%           |
| <b>Total Requirements</b>              | <b>714,826,873</b>         | <b>746,136,392</b>         | <b>1,203,926,127</b>       | <b>1,199,416,779</b>         | <b>1,266,733,717</b>      | <b>62,807,590</b> | <b>5.2%</b>     |
| <b>Full-Time Equivalents (FTE's)</b>   | <b>2,271.6</b>             | <b>2,367.4</b>             | <b>2,478.5</b>             | <b>2,478.5</b>               | <b>2,394.1</b>            | <b>(84.5)</b>     | <b>-3.4%</b>    |

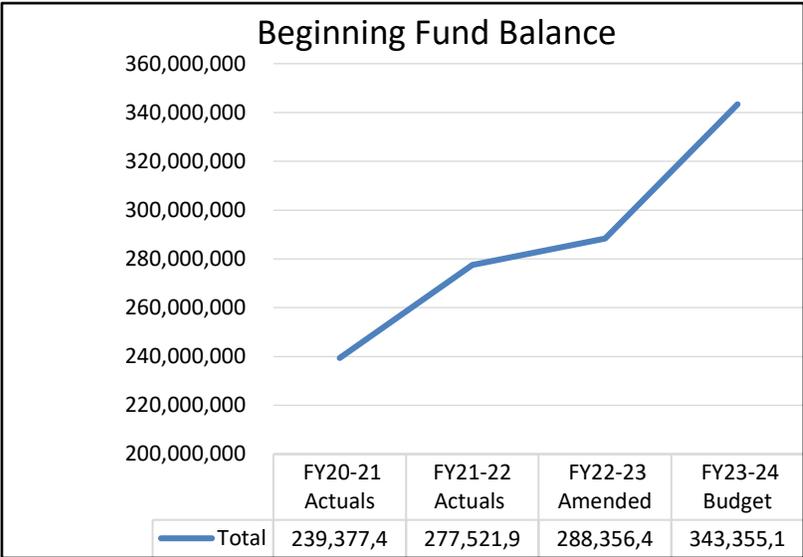
\*General Fund Support reflects the receipt and distribution of tax dollars to the operating departments which results in the duplication of revenue and expenses.

## REVENUE ANALYSIS



| Revenue (Resources) Category                        | FY22-23 Amended  | FY23-24 Budget   | \$ Change     | % Change    |
|---|------------------|------------------|---------------|-------------|
| Beginning Fund Balance                              | 288,356          | 343,355          | 54,999        | 19.1%       |
| Taxes   | 178,536          | 185,073          | 6,537         | 3.7%        |
| Federal, State, Local, All Other Gifts & Donations  | 284,460          | 282,346          | (2,114)       | -0.7%       |
| Charges, Fees, License, Permits, Fines, Assessments | 185,680          | 197,187          | 11,507        | 6.2%        |
| Revenue from Bonds & Other Debts                    | 10,765           | 1,182            | (9,584)       | -89.0%      |
| All Other Revenue Resources                         | 92,422           | 90,429           | (1,993)       | -2.2%       |
| Other Interfund Transfers                           | 7,234            | 13,693           | 6,459         | 89.3%       |
| General Fund Support                                | 156,472          | 153,468          | (3,004)       | -1.9%       |
| <b>Total Revenue (Resources)</b>                    | <b>1,203,926</b> | <b>1,266,734</b> | <b>62,808</b> | <b>5.2%</b> |

**Beginning Fund Balance** is the unspent dollars and savings from the previous year. It is a critical safety net for the County as it includes the reserves, which are a measure of financial strength and ability to meet future challenges and withstand emergencies. Preservation of fund balance reflects ongoing efforts on the part of the County to curtail spending to preserve resources. Variations occur from year to year. For FY23-24, the beginning fund balance is \$343.4 million. This is 19.1% higher than FY22-23.



Departments provide the estimates used to budget the beginning balances in their funds. They make their projections based on the most current information about year-to-date actual revenues and expenses. Budgets must be formulated for the coming fiscal year almost six months before the end of the current fiscal year. This makes it difficult to closely estimate the resources that will be available. Estimating can be particularly challenging for funds that undertake large construction projects.

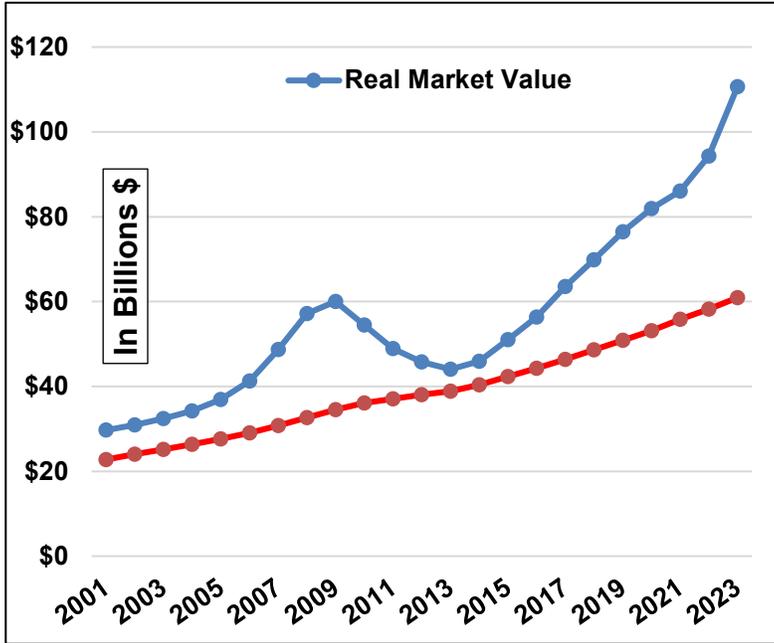
**Tax Revenue** is budgeted to increase \$6.5 million, or 3.7%, for FY23-24 including delinquencies and penalties/interest.

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

In May 1997, Oregon voters approved Measure 50, amending Oregon's constitution to cut local property taxes and limit their growth. Measure 50 rolled back assessed values to 90% of the fiscal year 1996 levels, established permanent tax rates, and limited assessed value growth for individual properties to 3% per year with exceptions for new construction, subdivisions, and rezoning. Certain taxes, such as those to pay bonded debt and those which met special voting requirements were exempted from Measure 50 reductions. The maximum permanent tax rates for each district were calculated by the Oregon Department of Revenue to ensure that reductions averaged 17% statewide compared to what they would have been under the prior tax system. The resulting permanent tax rates for the County are \$2.4042 per \$1,000 of assessed value inside cities and \$2.9766 in unincorporated areas.

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

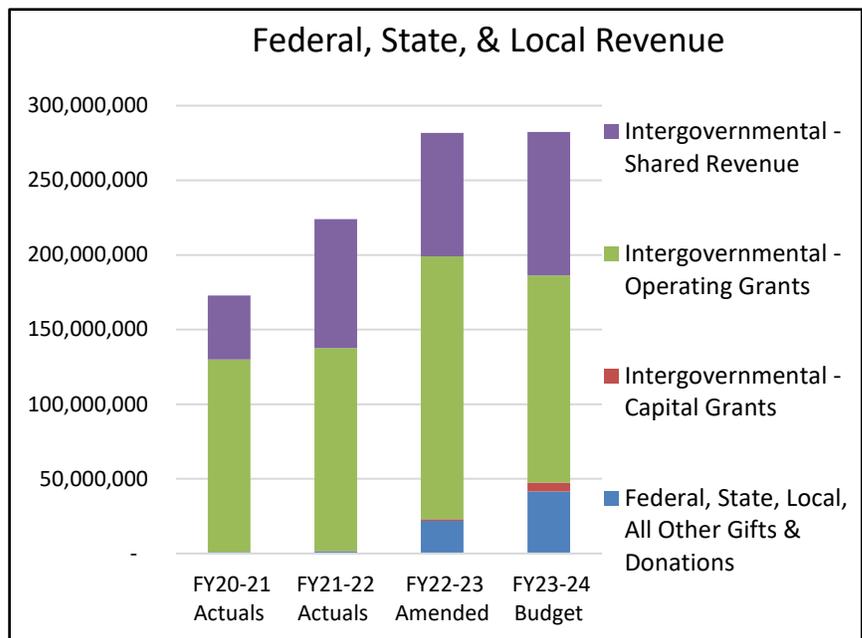
In November 2006 voters first approved a five-year public safety local option levy of \$0.2480 per \$1000 of assessed value to pay for staff to reopen 84 jail beds, add patrol positions, and expand enforcement efforts to combat methamphetamine abuse, child abuse, and other crimes. This tax is in addition to that generated from the permanent tax rate and is dedicated to public safety. Voters have renewed the levy every five years (2011, 2016, and 2021 approved an increase of \$0.368 per \$1,000 of assessed property value).



As of January 1, 2023, the most recent valuation date available, the market value of property in Clackamas County was \$110.7 billion. This is the seventh year the total has exceeded the previous high of \$60 billion which was reached in 2008. Eight years ago, the market value was 6.1% below the 2008 high value so the market has been improving. The assessed value of an average home is equal to about 55% of its real market value. The Assessor’s value represents the property values as of the assessment date which is January 1, 2023, and reflects the change in value from January 1, 2022, to January 1, 2023.

The chart shows a comparison of real market value and the assessed value upon which taxes are levied. We can see market value declining between 2010 and 2013 but regaining ground in 2014. Note that market and assessed value were equal in 1997 as that was the final year before Measure 50 went into effect.

**Federal, State, and Local Revenue** is budgeted to decrease by \$2.1 million, or 0.7%. Clackamas County reports revenue from other jurisdictions in three classifications within this revenue category; Capital Grants, Operating Grants, and Shared Revenues. These amounts of money are alike in that they are provided (except for shared revenue from federal lands) for the operation of specific programs mandated or otherwise designated by those jurisdictions. They make up 22% of total resources. Departments estimate the grant revenues that they



will receive based on the most current information provided by their grantors.

Operating Grants – Budgeted at \$138.7 million in FY23-24, Operating Grants provide the largest share of support for designated activities. The FY23-24 budget represents a decrease of \$40.1 million from FY22-23. The budget decrease is driven by a decline in ARPA Special Grants Funds of \$35.2 million.

Shared Revenues - Shared Revenue refers to funds that are provided by cities, counties, and regional agencies. The second largest share of this category is represented here. These sources combined to add \$96.2 million in revenue to Clackamas County. This includes \$44.4 million of Metro Supportive Housing funds for Health, Housing, and Human Services and \$35.0 million for gas and state highway taxes. Also included in this revenue source for FY23-24 are liquor tax revenue and video lottery money for economic development activities.

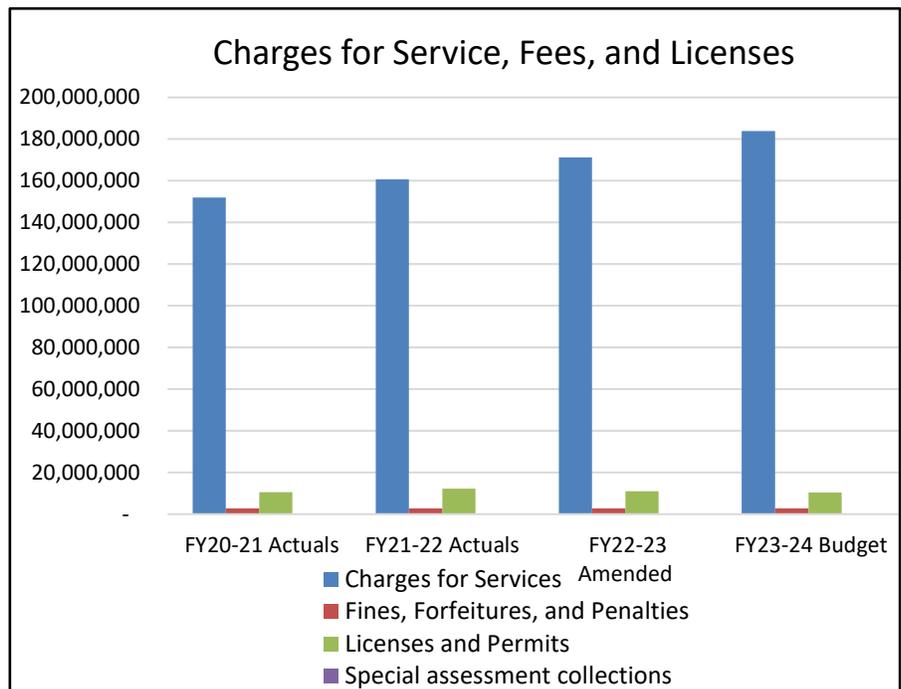
**Charges for Service, Fees and Licenses** provide 15.6% of Clackamas County’s resources and are budgeted to generate \$197.2 million in FY23-24 which is \$11.5 million more than was budgeted in FY22-23. These revenues come from payments for services and support to the units that provide those services.

Charge for Services – These are payments for services provided by County departments to residents or other departments. The County policy on fees is that they should be in compliance with state statutes and County

ordinances and set at a level sufficient to recover the total cost associated with the service provided. Charges may be set below cost if it is determined by the Commissioners to be in the best interest of the County. Charges for services are expected to bring in \$183.9 million to the County in FY23-24, an increase of \$12.0 million, or 7.0%.

A significant portion of fee revenue comes from the County’s cost allocation process through which departments pay each other for centralized services; data processing, accounting, legal services, and mailroom support. These revenues are generally calculated using historical costs and are recovered in arrears.

Another important component of Charges for Services revenue is within the Health Centers Fund totaling \$49.5 million in FY23-24, representing an increase of \$6.6 million from last year. This increase is driven by Medicaid fees and WRAP.

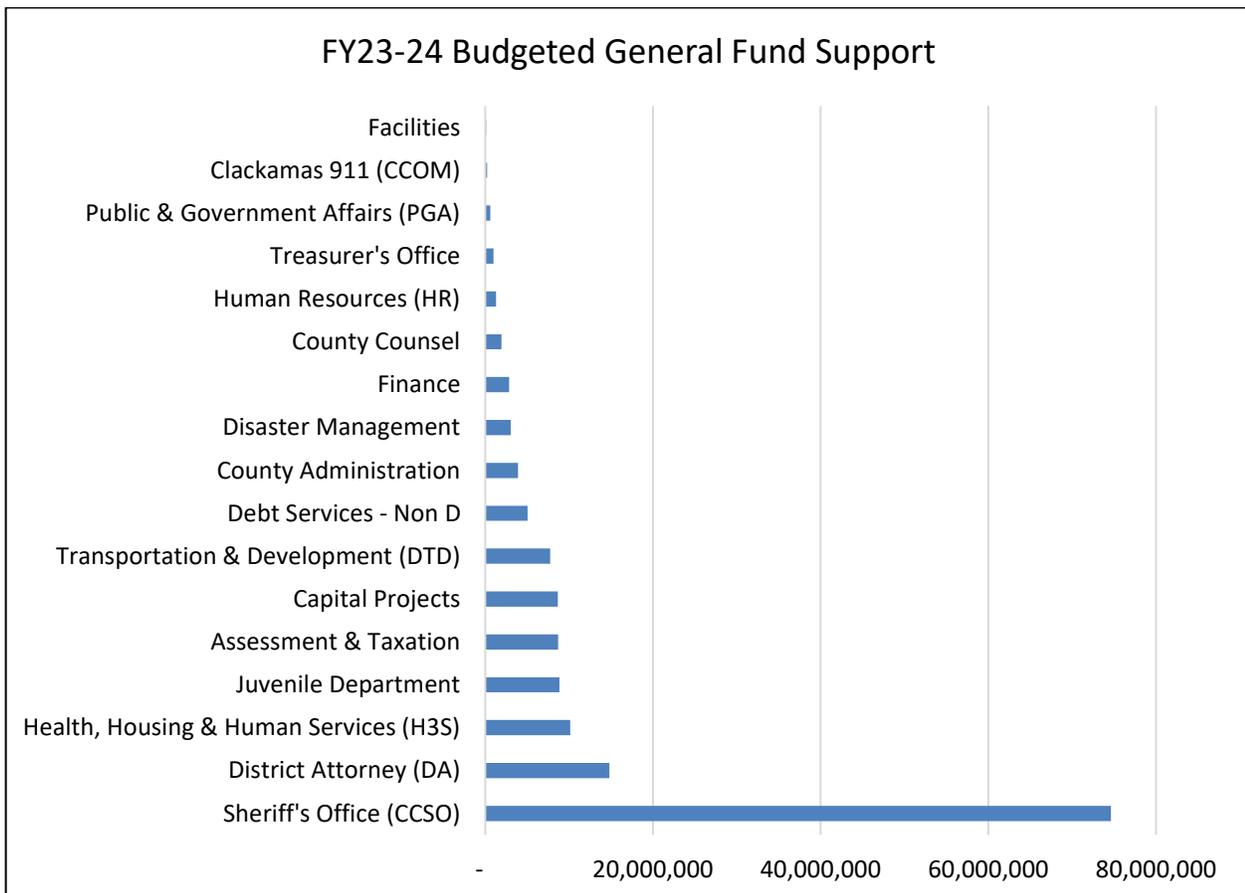


Licenses, Fees, and Fines – Represent the granting of authority to do something such as build a house or provide cable or garbage hauling service within the County’s jurisdiction. Countywide, this source is budgeted at \$13.3 million for FY23-24. The Development Services Fund within the Department of Transportation collects fees for building, electrical, plumbing, and other permits totaling \$6.7M. Fines are included in this category, but the only significant source of fines is the Justice Court which is budgeted to collect about \$2.6 million during FY23-24.

**Revenue from Bonds & Other Debts** is budgeted at \$1.2 million in FY23-24 versus \$10.8 million in FY22-23. The decrease is driven by \$9.4M in Bond Sale Proceeds budgeted for the Gladstone and Oak Lodge library projects in FY22-23.

**All Other Revenue Resources** are budgeted at \$90.4 million. This category includes \$25.9 million of salary reimbursements from other agencies that depend upon the General County to process their payrolls. These personnel services costs are reimbursed dollar for dollar. The Sheriff also budgeted to receive \$6.4 million in salary reimbursements for employees funded by external entities. As in the General Fund, costs are reimbursed dollar for dollar. The Self-Insurance Fund has budgeted \$30.0 million in medical and other insurance coverage for employees. These contributions are determined in consultation with an actuary. Other revenue sources in this category include Transient Room Tax, Asset Sale Proceeds, and Franchise fees.

**Interfund Transfers / General Fund Support** are amounts of money sent from one County fund to another.

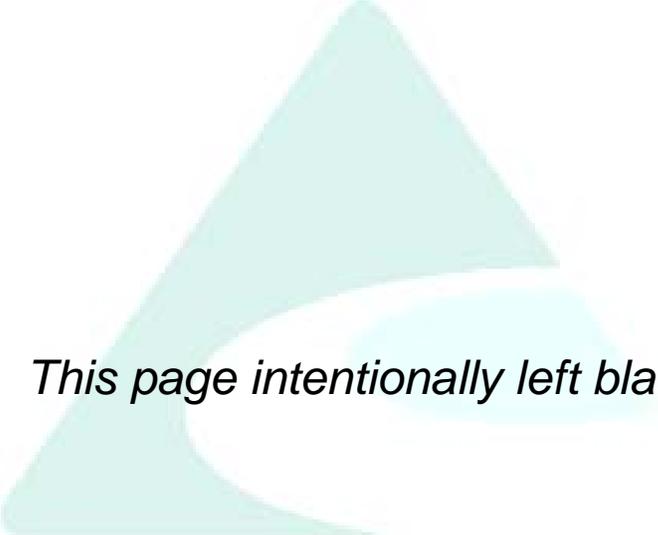


Presentation changes of these categories starting in FY21-22 are the result of the new county-wide chart of account implementation.

Most transfers originate in the General Fund and are labeled, “General Fund Support” to reflect the receipt and distribution of tax dollars to the operating departments which results in the duplication of revenues and expenses. General Fund Support is budgeted at \$153.5 million in FY23-24.

The largest recipients of General Fund Support include:

- Sheriff’s Office at 48.6%, \$74.6 million;
- District Attorney at 9.6%, \$14.8 million;
- Health, Housing & Human Services at 6.6%, \$10.1 million.



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**CLACKAMAS**  
C O U N T Y

**Resources by Fund Type, Fund and Category FY23-24 Budget**

| <u>Fund Type / Fund #-Name</u>           | <u>Beginning Fund Balance</u> | <u>Taxes</u>       | <u>Federal, State, Local, All Other Gifts &amp; Donations</u> | <u>Charges, Fees, License, Permits, Fines, Assessments</u> | <u>Revenue from Bonds &amp; Other Debts</u> | <u>All Other Revenue Resources</u> | <u>Other Interfund Transfers</u> | <u>General Fund Support</u> | <u>Total</u>         |
|--|-------------------------------|--------------------|---|--|---|------------------------------------|----------------------------------|-----------------------------|----------------------|
| <b>General Fund</b>                      |                               |                    |   |  |   |                                    |                                  |                             |                      |
| 100-General Fund                         | 86,626,931                    | 155,936,480        | 26,334,135  | 45,861,817   | 34,000                                      | 42,152,984                         | 226,087                          | 126,195,310                 | 483,367,744          |
| <b>General Fund Total</b>                | <b>86,626,931</b>             | <b>155,936,480</b> | <b>26,334,135</b>   | <b>45,861,817</b>  | <b>34,000</b>                               | <b>42,152,984</b>                  | <b>226,087</b>                   | <b>126,195,310</b>          | <b>483,367,744</b>   |
| <b>Special Revenue Fund</b>              |                               |                    |   |  |   |                                    |                                  |                             |                      |
| 201-County Fair Fund                     | 324,162                       |                    | 3,120,944   | 725,500  |   | 1,169,092                          | 589,230                          |                             | 5,928,928            |
| 204-County School Fund                   | 142,821                       |                    | 500,000   |  |   | -                                  |                                  |                             | 642,821              |
| 205-Development Services Fund            | 11,234,875                    |                    | 40,767  | 7,566,838  | 2,000                                       | 226,270                            |                                  |                             | 19,070,750           |
| 206-Sheriff's Operating Levy             | 6,610,707                     | 23,793,000         | 172,000   |  |   | 85,000                             |                                  |                             | 30,660,707           |
| 208-Lottery Fund                         | 6,407,579                     |                    | 2,379,532   | 1,005,120  |   | 130,867                            | -                                | 92,039                      | 10,015,137           |
| 211-Law Library Fund                     | 192,543                       |                    | -   | 356,386  |   | 9,620                              |                                  |                             | 558,549              |
| 212-Library Network                      | 6,818,540                     |                    | 3,984,008   | 215,154  | -   | 989,103                            | 5,191,673                        | 2,776,689                   | 19,975,167           |
| 215-Road Fund                            | 48,147,496                    |                    | 57,189,759  | 16,520,965   | 182,604                                     | 552,685                            | 5,553,296                        | 257,961                     | 128,404,766          |
| 218-Property Resources Fund              | 2,380,168                     |                    |   | 400,000  | -   | 295,711                            |                                  |                             | 3,075,879            |
| 223-Countywide Transportation SDC Fund   | 17,776,800                    |                    |   | 1,772,200  |   | 150,000                            |                                  |                             | 19,699,000           |
| 224-Public Land Cor Pres Fund            | 1,044,189                     |                    | -   | 404,280  | -   | -                                  |                                  |                             | 1,448,469            |
| 230-Special Grants Fund                  | 300,000                       |                    | 32,330,360  |  |   | 39,000                             |                                  |                             | 32,669,360           |
| 240-Health Housing & Human Services Fund | 74,660,829                    |                    | 138,128,853   | 12,625,694   | 260,000                                     | 1,304,617                          | -                                | 10,076,107                  | 237,056,100          |
| 253-Clackamas Health Centers             | 16,771,886                    |                    | 5,844,880   | 49,543,310   | 45,960                                      | 170,230                            | -                                | 52,510                      | 72,428,776           |
| 255-Transient Lodging Tax Fund           | 7,126,829                     |                    | 424,000   |  | -   | 5,249,961                          | -                                |                             | 12,800,790           |
| 257-Parks & Forestry Fund                | 3,162,124                     |                    | 951,787   | 1,126,750  | 622,020                                     | 2,040,815                          | 701,000                          | -                           | 8,604,496            |
| 207-Inmate Welfare Special Fund          | 104,801                       |                    |   | 125,699  |   |                                    |                                  |                             | 230,500              |
| 209-CCSO Forfeitures                     | 541,893                       |                    | 425,000   |  |   |                                    |                                  |                             | 966,893              |
| <b>Special Revenue Fund Total</b>        | <b>203,748,242</b>            | <b>23,793,000</b>  | <b>245,491,890</b>  | <b>92,387,896</b>  | <b>1,112,584</b>                            | <b>12,412,971</b>                  | <b>12,035,199</b>                | <b>13,255,306</b>           | <b>604,237,088</b>   |
| <b>Debt Service Fund</b>                 |                               |                    |   |  |   |                                    |                                  |                             |                      |
| 320-Clackamas County Debt Service        | -                             |                    |   |  | -   | 3,118,360                          | 1,281,960                        | 5,062,980                   | 9,463,300            |
| 321-Clackamas County Debt Service - GO   | 233,700                       | 5,343,800          | -   |  |   | 3,900                              |                                  |                             | 5,581,400            |
| <b>Debt Service Fund Total</b>           | <b>233,700</b>                | <b>5,343,800</b>   | <b>-</b>  | <b>-</b>   | <b>-</b>                                    | <b>3,122,260</b>                   | <b>1,281,960</b>                 | <b>5,062,980</b>            | <b>15,044,700</b>    |
| <b>Capital Projects Fund</b>             |                               |                    |   |  |   |                                    |                                  |                             |                      |
| 420-Capital Projects                     | 7,556,396                     |                    | 6,600,000   |  |   | 35,000                             | -                                | 8,645,606                   | 22,837,002           |
| <b>Capital Projects Fund Total</b>       | <b>7,556,396</b>              | <b>-</b>           | <b>6,600,000</b>  | <b>-</b>   | <b>-</b>                                    | <b>35,000</b>                      | <b>-</b>                         | <b>8,645,606</b>            | <b>22,837,002</b>    |
| <b>Enterprise Funds</b>                  |                               |                    |   |  |   |                                    |                                  |                             |                      |
| 601-Stone Creek Golf Course              | 2,659,381                     |                    |   | 3,247,600  |   | 43,201                             |                                  |                             | 5,950,182            |
| 602-Clackamas Broadband Utility          | 45,000                        |                    | -   | 2,681,091  |   | 45,000                             |                                  |                             | 2,771,091            |
| 605-911 Center Fund                      | 3,055,304                     |                    | 3,766,188   | 7,103,463  |   | 24,700                             |                                  | 209,014                     | 14,158,669           |
| <b>Enterprise Funds Total</b>            | <b>5,759,685</b>              | <b>-</b>           | <b>3,766,188</b>  | <b>13,032,154</b>  | <b>-</b>                                    | <b>112,901</b>                     | <b>-</b>                         | <b>209,014</b>              | <b>22,879,942</b>    |
| <b>Internal Service Funds</b>            |                               |                    |   |  |   |                                    |                                  |                             |                      |
| 744-Facilities Management Fund           | 209,897                       |                    | -   | 12,670,851   | -   | 2,865,181                          |                                  | 99,545                      | 15,845,474           |
| 747-Technology Services Fund             | 2,103,000                     |                    | -   | 18,020,797   | -   | 33,000                             | 150,000                          | -                           | 20,306,797           |
| 760-Self-Insurance Fund                  | 25,476,496                    |                    | -   | 1,989,008  |   | 29,638,858                         |                                  |                             | 57,104,362           |
| 761-Risk Management Claims Fund          | 11,169,390                    |                    | -   | 6,000,378  |   | 50,000                             |                                  |                             | 17,219,768           |
| 770-Fleet Services Fund                  | 471,387                       |                    | 154,200   | 7,224,550  | 35,000                                      | 5,704                              | -                                |                             | 7,890,841            |
| <b>Internal Service Funds Total</b>      | <b>39,430,170</b>             | <b>-</b>           | <b>154,200</b>  | <b>45,905,584</b>  | <b>35,000</b>                               | <b>32,592,743</b>                  | <b>150,000</b>                   | <b>99,545</b>               | <b>118,367,242</b>   |
| <b>Grand Total</b>                       | <b>343,355,124</b>            | <b>185,073,280</b> | <b>282,346,413</b>  | <b>197,187,451</b>   | <b>1,181,584</b>                            | <b>90,428,859</b>                  | <b>13,693,246</b>                | <b>153,467,761</b>          | <b>1,266,733,718</b> |

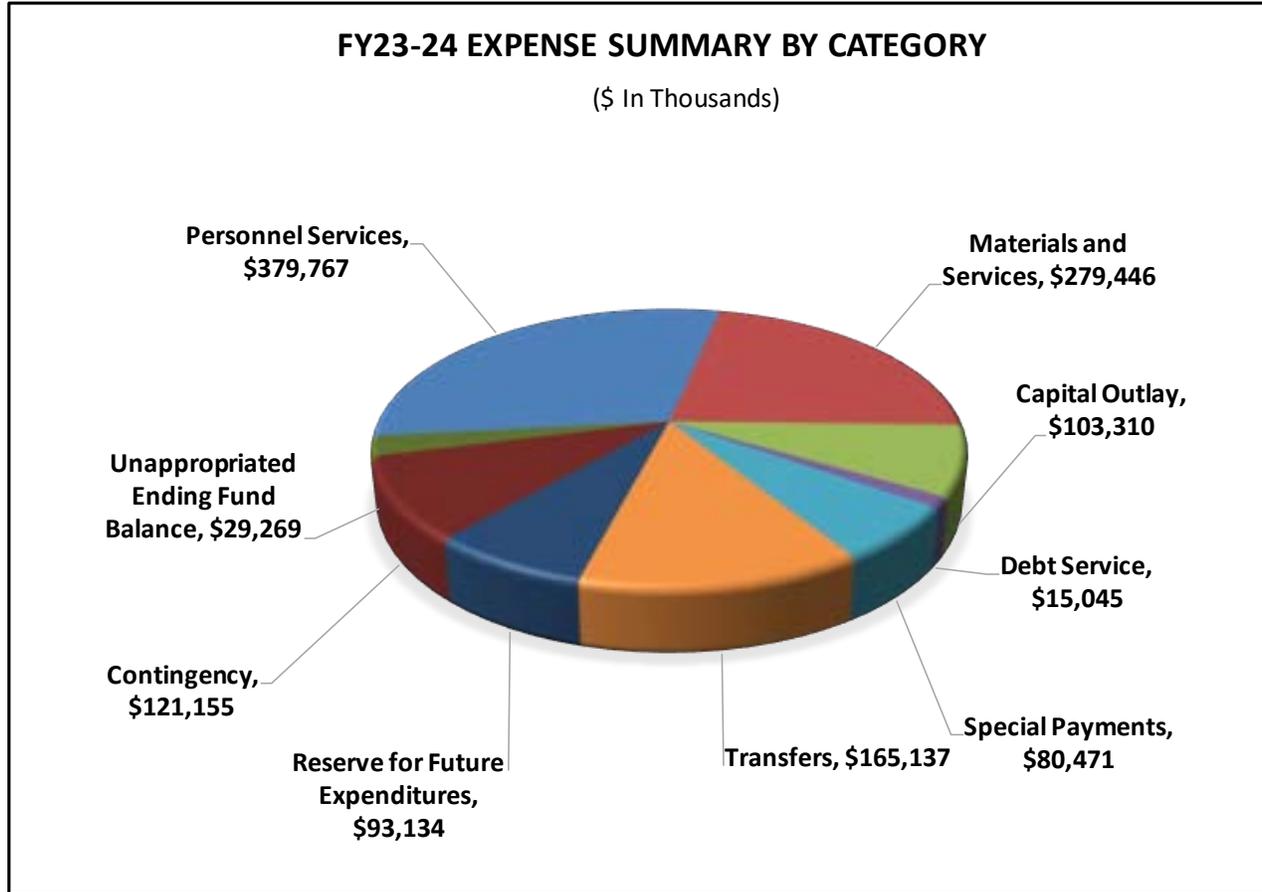
**Resources by Fund Type, Fund and Department**  
**FY23-24 Adopted Budget**

| <u>Fund Type / Fund #-Name</u>           | <u>Assessment &amp; Taxation</u> | <u>Capital Projects</u> | <u>Clackamas 911 (CCOM)</u> | <u>County Administration</u> | <u>County Clerk</u> | <u>County Counsel</u> | <u>Disaster Management</u> | <u>District Attorney (DA)</u> | <u>Facilities</u> | <u>Finance</u>   | <u>Health, Housing &amp; Human Services (H3S)</u> | <u>Human Resources (HR)</u> | <u>Justice Court</u> |
|--|----------------------------------|-------------------------|-----------------------------|------------------------------|---------------------|-----------------------|----------------------------|-------------------------------|-------------------|------------------|---|-----------------------------|----------------------|
| <b>General Fund</b>                      |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 100-General Fund                         | 10,169,709                       |                         |                             | 4,690,176                    | 4,466,331           | 3,363,415             | 4,346,735                  | 18,604,119                    |                   | 7,755,830        |   | 5,771,134                   | 3,752,659            |
| <b>General Fund Total</b>                | <b>10,169,709</b>                |                         |                             | <b>4,690,176</b>             | <b>4,466,331</b>    | <b>3,363,415</b>      | <b>4,346,735</b>           | <b>18,604,119</b>             |                   | <b>7,755,830</b> |   | <b>5,771,134</b>            | <b>3,752,659</b>     |
| <b>Special Revenue Fund</b>              |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 201-County Fair Fund                     |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 204-County School Fund                   |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 205-Development Services Fund            |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 206-Sheriff's Operating Levy             |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 208-Lottery Fund                         |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 211-Law Library Fund                     |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 212-Library Network                      |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 215-Road Fund                            |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 218-Property Resources Fund              |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 223-Countywide Transportation SDC Fund   |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 224-Public Land Cor Pres Fund            |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 230-Special Grants Fund                  | -                                |                         | -                           | 3,796,437                    | -                   |                       | -                          | -                             |                   | 236,344          | 190,000   | -                           | -                    |
| 240-Health Housing & Human Services Fund |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  | 237,056,100                                       |                             |                      |
| 253-Clackamas Health Centers             |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  | 72,428,776  |                             |                      |
| 255-Transient Lodging Tax Fund           |                                  |                         |                             | 12,061,560                   |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 257-Parks & Forestry Fund                |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 207-Inmate Welfare Special Fund          |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 209-CCSO Forfeitures                     |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| <b>Special Revenue Fund Total</b>        | <b>-</b>                         |                         | <b>-</b>                    | <b>15,857,997</b>            | <b>-</b>            |                       | <b>-</b>                   | <b>-</b>                      |                   | <b>236,344</b>   | <b>309,674,876</b>                                | <b>-</b>                    | <b>-</b>             |
| <b>Debt Service Fund</b>                 |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 320-Clackamas County Debt Service        |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 321-Clackamas County Debt Service - GO   |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| <b>Debt Service Fund Total</b>           |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| <b>Capital Projects Fund</b>             |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 420-Capital Projects                     |                                  | 22,837,002              |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| <b>Capital Projects Fund Total</b>       |                                  | <b>22,837,002</b>       |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| <b>Enterprise Funds</b>                  |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 601-Stone Creek Golf Course              |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 602-Clackamas Broadband Utility          |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 605-911 Center Fund                      |                                  |                         | 14,158,669                  |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| <b>Enterprise Funds Total</b>            |                                  |                         | <b>14,158,669</b>           |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| <b>Internal Service Funds</b>            |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 744-Facilities Management Fund           |                                  |                         |                             |                              |                     |                       |                            |                               | 15,845,474        |                  |   |                             |                      |
| 747-Technology Services Fund             |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| 760-Self-Insurance Fund                  |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   | 57,104,362                  |                      |
| 761-Risk Management Claims Fund          |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   | 17,219,768                  |                      |
| 770-Fleet Services Fund                  |                                  |                         |                             |                              |                     |                       |                            |                               |                   |                  |   |                             |                      |
| <b>Internal Service Funds Total</b>      |                                  |                         |                             |                              |                     |                       |                            |                               | <b>15,845,474</b> |                  |   | <b>74,324,130</b>           |                      |
| <b>Grand Total</b>                       | <b>10,169,709</b>                | <b>22,837,002</b>       | <b>14,158,669</b>           | <b>20,548,173</b>            | <b>4,466,331</b>    | <b>3,363,415</b>      | <b>4,346,735</b>           | <b>18,604,119</b>             | <b>15,845,474</b> | <b>7,992,174</b> | <b>309,674,876</b>                                | <b>80,095,264</b>           | <b>3,752,659</b>     |

**Resources by Fund Type, Fund and Department**  
**FY23-24 Adopted Budget**

| <u>Fund Type / Fund #-Name</u>           | Juvenile<br>Department | Law Library    | Misc/Pass-<br>Through | Non<br>Departmental | Public &<br>Government<br>Affairs (PGA) | Sheriff's Office<br>(CCSO) | Technology<br>Services (TS) | Transportation<br>& Development<br>(DTD) | Treasurer's<br>Office | Grand Total          |
|--|------------------------|----------------|-----------------------|---------------------|---|----------------------------|-----------------------------|--|-----------------------|----------------------|
| <b>General Fund</b>                      |                        |                |                       |                     |   |                            |                             |  |                       |                      |
| 100-General Fund                         | 11,011,348             |                | 31,050,883            | 241,569,994         | 4,738,527                               | 114,242,836                |                             | 16,310,092                               | 1,523,956             | 483,367,744          |
| <b>General Fund Total</b>                | <b>11,011,348</b>      |                | <b>31,050,883</b>     | <b>241,569,994</b>  | <b>4,738,527</b>                        | <b>114,242,836</b>         |                             | <b>16,310,092</b>                        | <b>1,523,956</b>      | <b>483,367,744</b>   |
| <b>Special Revenue Fund</b>              |                        |                |                       |                     |   |                            |                             |  |                       |                      |
| 201-County Fair Fund                     |                        |                | 5,928,928             |                     |   |                            |                             | -  |                       | 5,928,928            |
| 204-County School Fund                   |                        |                | 642,821               |                     |   |                            |                             |  |                       | 642,821              |
| 205-Development Services Fund            |                        |                |                       |                     |   |                            |                             | 19,070,750                               |                       | 19,070,750           |
| 206-Sheriff's Operating Levy             |                        |                |                       |                     |   | 30,660,707                 |                             |  |                       | 30,660,707           |
| 208-Lottery Fund                         |                        |                |                       |                     |   |                            |                             | 10,015,137                               |                       | 10,015,137           |
| 211-Law Library Fund                     |                        | 558,549        |                       |                     |   |                            |                             |  |                       | 558,549              |
| 212-Library Network                      |                        |                |                       |                     |   |                            |                             | 19,975,167                               |                       | 19,975,167           |
| 215-Road Fund                            |                        |                |                       |                     |   |                            |                             | 128,404,766                              |                       | 128,404,766          |
| 218-Property Resources Fund              |                        |                | 592,847               |                     |   |                            |                             | 2,483,032                                |                       | 3,075,879            |
| 223-Countywide Transportation SDC Fund   |                        |                | 19,699,000            |                     |   |                            |                             | -  |                       | 19,699,000           |
| 224-Public Land Cor Pres Fund            |                        |                |                       |                     |   |                            |                             | 1,448,469                                |                       | 1,448,469            |
| 230-Special Grants Fund                  | -                      |                | 4,800,000             | 7,121               | -                                       | -                          | 7,065,823                   | 16,573,635                               | -                     | 32,669,360           |
| 240-Health Housing & Human Services Fund |                        |                |                       |                     |   |                            |                             |  |                       | 237,056,100          |
| 253-Clackamas Health Centers             |                        |                |                       |                     |   |                            |                             |  |                       | 72,428,776           |
| 255-Transient Lodging Tax Fund           |                        |                | 739,230               |                     |   |                            |                             |  |                       | 12,800,790           |
| 257-Parks & Forestry Fund                |                        |                |                       |                     |   |                            |                             | 8,604,496                                |                       | 8,604,496            |
| 207-Inmate Welfare Special Fund          |                        |                |                       |                     |   | 230,500                    |                             |  |                       | 230,500              |
| 209-CCSO Forfeitures                     |                        |                |                       |                     |   | 966,893                    |                             |  |                       | 966,893              |
| <b>Special Revenue Fund Total</b>        | <b>-</b>               | <b>558,549</b> | <b>32,402,826</b>     | <b>7,121</b>        | <b>-</b>                                | <b>31,858,100</b>          | <b>7,065,823</b>            | <b>206,575,452</b>                       | <b>-</b>              | <b>604,237,088</b>   |
| <b>Debt Service Fund</b>                 |                        |                |                       |                     |   |                            |                             |  |                       |                      |
| 320-Clackamas County Debt Service        |                        |                |                       | 9,463,300           |   |                            |                             |  |                       | 9,463,300            |
| 321-Clackamas County Debt Service - GO   |                        |                |                       | 5,581,400           |   |                            |                             |  |                       | 5,581,400            |
| <b>Debt Service Fund Total</b>           |                        |                |                       | <b>15,044,700</b>   |   |                            |                             |  |                       | <b>15,044,700</b>    |
| <b>Capital Projects Fund</b>             |                        |                |                       |                     |   |                            |                             |  |                       |                      |
| 420-Capital Projects                     |                        |                |                       |                     |   |                            |                             |  |                       | 22,837,002           |
| <b>Capital Projects Fund Total</b>       |                        |                |                       |                     |   |                            |                             |  |                       | <b>22,837,002</b>    |
| <b>Enterprise Funds</b>                  |                        |                |                       |                     |   |                            |                             |  |                       |                      |
| 601-Stone Creek Golf Course              |                        |                |                       |                     |   |                            |                             | 5,950,182                                |                       | 5,950,182            |
| 602-Clackamas Broadband Utility          |                        |                |                       |                     |   |                            | 2,771,091                   |  |                       | 2,771,091            |
| 605-911 Center Fund                      |                        |                |                       |                     |   |                            |                             |  |                       | 14,158,669           |
| <b>Enterprise Funds Total</b>            |                        |                |                       |                     |   |                            | <b>2,771,091</b>            | <b>5,950,182</b>                         |                       | <b>22,879,942</b>    |
| <b>Internal Service Funds</b>            |                        |                |                       |                     |   |                            |                             |  |                       |                      |
| 744-Facilities Management Fund           |                        |                |                       |                     |   |                            |                             |  |                       | 15,845,474           |
| 747-Technology Services Fund             |                        |                |                       |                     |   |                            | 20,306,797                  |  |                       | 20,306,797           |
| 760-Self-Insurance Fund                  |                        |                |                       |                     |   |                            |                             |  |                       | 57,104,362           |
| 761-Risk Management Claims Fund          |                        |                |                       |                     |   |                            |                             |  |                       | 17,219,768           |
| 770-Fleet Services Fund                  |                        |                |                       |                     |   |                            |                             | 7,890,841                                |                       | 7,890,841            |
| <b>Internal Service Funds Total</b>      |                        |                |                       |                     |   |                            | <b>20,306,797</b>           | <b>7,890,841</b>                         |                       | <b>118,367,242</b>   |
| <b>Grand Total</b>                       | <b>11,011,348</b>      | <b>558,549</b> | <b>63,453,709</b>     | <b>256,621,815</b>  | <b>4,738,527</b>                        | <b>146,100,936</b>         | <b>30,143,711</b>           | <b>236,726,567</b>                       | <b>1,523,956</b>      | <b>1,266,733,718</b> |

## EXPENSE ANALYSIS



| Expense (Requirements) Category     | FY22-23 Amended  | FY23-24 Budget   | \$ Change     | % Change    |
|-------------------------------------|------------------|------------------|---------------|-------------|
| Personnel Services                  | 372,394          | 379,767          | 7,373         | 2.0%        |
| Materials and Services              | 250,429          | 279,446          | 29,018        | 11.6%       |
| Capital Outlay                      | 103,264          | 103,310          | 45            | 0.0%        |
| Debt Service                        | 15,016           | 15,045           | 28            | 0.2%        |
| Special Payments                    | 78,320           | 80,471           | 2,151         | 2.7%        |
| Transfers                           | 176,022          | 165,137          | (10,885)      | -6.2%       |
| Reserve for Future Expenditures     | 96,353           | 93,134           | (3,219)       | -3.3%       |
| Contingency                         | 97,149.72        | 121,155          | 24,005        | 24.7%       |
| Unappropriated Ending Fund Balance  | 14,978           | 29,269           | 14,291        | 95.4%       |
| <b>Total Expense (Requirements)</b> | <b>1,203,926</b> | <b>1,266,734</b> | <b>62,808</b> | <b>5.2%</b> |

**Personnel Services** are budgeted to increase by \$7.4 million or 2.0% for a total FY23-24 budget of \$379.8 million. Budgeted COLA increases in FY23-24 are 4.5%. County-wide changes in personnel are discussed in the Financial Summaries section and greater detail as they relate to specific work units in the Budget by Department section. This budget includes a decrease of 85.5 full-time equivalent positions driven by a substantial decrease within H3S for limited-term positions related to COVID-19 funding that is no longer available. Budgets for Personnel Services almost always exceed actual expenditures due to vacancies that occur during the year.

**Materials and Services (M&S)** are budgeted to increase by \$29.0 million or 11.6% compared to the prior year's budget. This includes an increase of \$41.1 million for the H3S Housing & Community Development, related to the Metro Supportive Housing funds referenced in the above Revenue section. Allocated Costs are also included within this category and represent the spending through which county operations charge each other for services such as payroll processing, computer support, and facilities maintenance. The Materials and Service category can be impacted by many factors, such as; personnel levels and weather-related expenditures.

**Capital Outlay** budgeted at \$103.3 million is anticipated to remain flat in FY23-24. This total includes a \$15.1 million decrease in H3S's Housing & Community Development as FY23-24 includes the library project. This category includes both capital purchases such as vehicles and projects such as bridge construction. Budgets in this category typically exceed actual costs as they are established at a level that provides sufficient authorization to allow work to proceed under the most favorable possible conditions during the construction season. Project funds not used by year-end can be re-budgeted for continuation the following year.

**Debt Service** has remained flat with a \$15.0 million budget in FY23-24. This balance is comprised of principal payments of \$11.1 million and interest payments of \$3.9 million.

**Special Payments** of \$80.5 million in FY23-24 represent a \$2.2 million increase. This category represents payments to other organizations for which goods or services are not received in return, and year-over-year variances will occur as projects are undertaken and completed. This includes an increase of \$21.4 million for H3S' Housing & Community Development division related to the Metro Supportive Housing funds and payment to Housing Authority Clackamas County (HACC).

**Interfund Transfers / General Fund Support** are amounts of money sent from one County fund to another. Presentation changes of these categories in FY21-22 are the result of the new county-wide chart of account implementation. Most transfers originate in the General Fund and are disbursed to support operations in other funds. The receipt and distribution of these funds result in the duplication of revenues and expenses.

General Fund Support is budgeted at \$153.5 million. The largest recipients of General Fund Support include the Sheriff's Office at \$74.6 million, the District Attorney at \$14.8 million, and Health, Housing & Human Services at \$10.1 million.

**Reserves and Contingency** are two required budget categories. Reserves are funds set aside for future use and not intended to be spent during the current fiscal year. Reserves are budgeted to decrease in FY23-24 by \$3.2 million. Contingencies are funds set aside and available if needed for

unforeseen circumstances that may arise in the current year. Contingencies are budgeted at \$121.2 million representing a \$24.0 million increase.

The increase in combined Reserves and Contingency is driven by the Health, Housing & Human Services (H3S) department for \$14.1 million, Non-Departmental at \$7.8 million, and the Sheriff's Office at \$2.9 million.

**Unappropriated Ending Fund Balance** This line reflects the total money received, but not spent. It shows up as a resource in the subsequent year in Beginning Fund Balance.

**Requirements by Fund Type, Fund and Category FY23-24 Adopted Budget**

| Fund Type / Fund #-Name                  | Personnel Services | Materials & Services | Capital Outlay     | Debt Service      | Special Payments  | Transfers          | Reserves          | Contingency        | Unapprop.           | Total                |
|--|--------------------|----------------------|--------------------|-------------------|-------------------|--------------------|-------------------|--------------------|---------------------|----------------------|
|  |                    |                      |                    |                   |                   |                    |                   |                    | Ending Fund Balance |                      |
| <b>General Fund</b>                      |                    |                      |                    |                   |                   |                    |                   |                    |                     |                      |
| 100-General Fund                         | 178,832,509        | 48,887,928           | 2,950,120          | -                 | 9,749,969         | 156,905,897        | 29,117,799        | 27,655,013         | 29,268,508          | 483,367,743          |
| <b>General Fund Total</b>                | <b>178,832,509</b> | <b>48,887,928</b>    | <b>2,950,120</b>   | <b>-</b>          | <b>9,749,969</b>  | <b>156,905,897</b> | <b>29,117,799</b> | <b>27,655,013</b>  | <b>29,268,508</b>   | <b>483,367,743</b>   |
| <b>Special Revenue Fund</b>              |                    |                      |                    |                   |                   |                    |                   |                    |                     |                      |
| 201-County Fair Fund                     | 807,000            | 1,608,625            | 3,242,777          |                   | 2,000             |                    |                   | 268,526            | -                   | 5,928,928            |
| 204-County School Fund                   |                    | -                    |                    |                   | 642,821           |                    |                   |                    | -                   | 642,821              |
| 205-Development Services Fund            | 7,837,189          | 3,192,490            | 114,000            |                   |                   |                    | 5,613,581         | 2,313,490          | -                   | 19,070,750           |
| 206-Sheriff's Operating Levy             | 15,239,089         | 8,109,957            | 175,000            |                   | 20,000            |                    |                   | 7,116,661          | -                   | 30,660,707           |
| 208-Lottery Fund                         | 1,715,874          | 1,896,359            | -                  |                   | 1,030,000         | -                  | 4,737,003         | 635,900            | -                   | 10,015,136           |
| 211-Law Library Fund                     | 287,987            | 170,561              |                    |                   |                   |                    |                   | 100,000            | -                   | 558,549              |
| 212-Library Network                      | 3,463,004          | 2,545,539            | 10,800,000         | -                 | 67,000            |                    | 2,141,671         | 957,954            | -                   | 19,975,168           |
| 215-Road Fund                            | 23,908,737         | 30,961,074           | 32,198,518         |                   | 6,158,754         | 2,567,585          | 15,435,092        | 17,175,005         | -                   | 128,404,765          |
| 218-Property Resources Fund              | 175,412            | 621,300              | 5,000              |                   | 249,047           | -                  | 1,268,729         | 756,391            | -                   | 3,075,879            |
| 223-Countywide Transportation SDC Fund   |                    | 370,488              | -                  |                   | -                 | 3,987,711          | 9,840,801         | 5,500,000          | -                   | 19,699,000           |
| 224-Public Land Cor Pres Fund            | 858,589            | 210,138              | -                  |                   |                   |                    | 219,433           | 160,309            | -                   | 1,448,469            |
| 230-Special Grants Fund                  | 700,497            | 1,180,805            | 27,098,058         |                   | 3,690,000         | -                  |                   |                    | -                   | 32,669,360           |
| 240-Health Housing & Human Services Fund | 63,612,949         | 93,027,893           | 2,729,791          | -                 | 57,155,752        | 461,797            | 9,333,396         | 10,734,523         | -                   | 237,056,100          |
| 253-Clackamas Health Centers             | 43,660,894         | 11,995,996           | -                  |                   |                   |                    |                   | 16,771,886         | -                   | 72,428,776           |
| 255-Transient Lodging Tax Fund           | 1,516,984          | 5,006,835            |                    |                   | 700,000           | 589,230            |                   | 4,987,742          | -                   | 12,800,790           |
| 257-Parks & Forestry Fund                | 1,771,501          | 1,607,441            | 1,051,999          |                   | -                 | 400,000            | 3,149,571         | 623,983            | -                   | 8,604,495            |
| 207-Inmate Welfare Special Fund          |                    | 230,500              |                    |                   |                   |                    |                   |                    |                     | 230,500              |
| 209-CCSO Forfeitures                     | -                  | 966,893              |                    |                   |                   |                    |                   |                    |                     | 966,893              |
| <b>Special Revenue Fund Total</b>        | <b>165,555,706</b> | <b>163,702,894</b>   | <b>77,415,143</b>  | <b>-</b>          | <b>69,715,374</b> | <b>8,006,323</b>   | <b>51,739,277</b> | <b>68,102,370</b>  | <b>-</b>            | <b>604,237,087</b>   |
| <b>Debt Service Fund</b>                 |                    |                      |                    |                   |                   |                    |                   |                    |                     |                      |
| 320-Clackamas County Debt Service        |                    |                      |                    | 9,463,300         |                   |                    |                   |                    |                     | 9,463,300            |
| 321-Clackamas County Debt Service - GO   |                    |                      |                    | 5,581,400         |                   |                    |                   |                    | -                   | 5,581,400            |
| <b>Debt Service Fund Total</b>           |                    |                      |                    | <b>15,044,700</b> |                   |                    |                   |                    | <b>-</b>            | <b>15,044,700</b>    |
| <b>Capital Projects Fund</b>             |                    |                      |                    |                   |                   |                    |                   |                    |                     |                      |
| 420-Capital Projects                     | -                  | 1,844,407            | 18,992,595         |                   |                   |                    | 2,000,000         |                    | -                   | 22,837,002           |
| <b>Capital Projects Fund Total</b>       | <b>-</b>           | <b>1,844,407</b>     | <b>18,992,595</b>  |                   |                   |                    | <b>2,000,000</b>  |                    | <b>-</b>            | <b>22,837,002</b>    |
| <b>Enterprise Funds</b>                  |                    |                      |                    |                   |                   |                    |                   |                    |                     |                      |
| 601-Stone Creek Golf Course              |                    | 3,135,783            | 1,650,000          |                   | -                 | 225,000            | -                 | 939,399            | -                   | 5,950,182            |
| 602-Clackamas Broadband Utility          | 814,940            | 856,095              | 1,000,000          |                   | 45,000            |                    |                   | 55,057             | -                   | 2,771,091            |
| 605-911 Center Fund                      | 9,538,564          | 1,169,898            | 15,000             |                   | 960,400           |                    | 2,124,807         | 350,000            | -                   | 14,158,669           |
| <b>Enterprise Funds Total</b>            | <b>10,353,504</b>  | <b>5,161,776</b>     | <b>2,665,000</b>   |                   | <b>1,005,400</b>  | <b>225,000</b>     | <b>2,124,807</b>  | <b>1,344,456</b>   | <b>-</b>            | <b>22,879,943</b>    |
| <b>Internal Service Funds</b>            |                    |                      |                    |                   |                   |                    |                   |                    |                     |                      |
| 744-Facilities Management Fund           | 7,746,715          | 7,721,271            | 106,711            |                   |                   | -                  |                   | 270,776            | -                   | 15,845,473           |
| 747-Technology Services Fund             | 10,369,143         | 7,521,500            | 1,080,000          |                   |                   | -                  | 1,200,000         | 136,155            | -                   | 20,306,798           |
| 760-Self-Insurance Fund                  | 2,331,367          | 35,461,787           |                    |                   |                   |                    | 3,283,239         | 16,027,969         | -                   | 57,104,362           |
| 761-Risk Management Claims Fund          | 1,496,142          | 4,940,183            |                    |                   |                   | -                  | 3,669,000         | 7,114,443          | -                   | 17,219,768           |
| 770-Fleet Services Fund                  | 3,082,323          | 4,204,717            | 100,000            |                   |                   |                    |                   | 503,801            | -                   | 7,890,841            |
| <b>Internal Service Funds Total</b>      | <b>25,025,690</b>  | <b>59,849,458</b>    | <b>1,286,711</b>   |                   |                   | <b>-</b>           | <b>8,152,239</b>  | <b>24,053,144</b>  | <b>-</b>            | <b>118,367,242</b>   |
| <b>Grand Total</b>                       | <b>379,767,408</b> | <b>279,446,464</b>   | <b>103,309,569</b> | <b>15,044,700</b> | <b>80,470,743</b> | <b>165,137,220</b> | <b>93,134,122</b> | <b>121,154,983</b> | <b>29,268,508</b>   | <b>1,266,733,717</b> |

**Requirements by Fund Type, Fund and Department FY23-24 Budget**

| <u>Fund Type / Fund #</u> -Name          | Assessment & Taxation | Capital Projects | Clackamas 911 (CCOM) | County Administration | County Clerk | County Counsel | Disaster Management | District Attorney (DA) | Facilities | Finance   | Health, Housing & Human Services (H35) | Human Resources (HR) | Justice Court | Juvenile Department | Law Library | Misc/Pass-Through |
|--|-----------------------|------------------|----------------------|-----------------------|--------------|----------------|---------------------|------------------------|------------|-----------|--|----------------------|---------------|---------------------|-------------|-------------------|
| <b>General Fund</b>                      |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 100-General Fund                         | 10,169,708            |                  |                      | 4,690,175             | 4,466,329    | 3,363,415      | 4,346,735           | 18,604,119             |            | 7,755,830 |  | 5,771,134            | 3,752,660     | 11,011,348          |             | 31,050,883        |
| <b>General Fund Total</b>                | 10,169,708            |                  |                      | 4,690,175             | 4,466,329    | 3,363,415      | 4,346,735           | 18,604,119             |            | 7,755,830 |  | 5,771,134            | 3,752,660     | 11,011,348          |             | 31,050,883        |
| <b>Special Revenue Fund</b>              |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 201-County Fair Fund                     |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             | 5,928,928         |
| 204-County School Fund                   |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             | 642,821           |
| 205-Development Services Fund            |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 206-Sheriff's Operating Levy             |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 208-Lottery Fund                         |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 211-Law Library Fund                     |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     | 558,549     |                   |
| 212-Library Network                      |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 215-Road Fund                            |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 218-Property Resources Fund              |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             | 592,847           |
| 223-Countywide Transportation SDC Fund   |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             | 19,699,000        |
| 224-Public Land Cor Pres Fund            |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 230-Special Grants Fund                  | -                     |                  | -                    | 3,796,438             | -            |                | -                   | -                      |            | 236,345   | 190,000                                | -                    | -             | -                   |             | 4,800,000         |
| 240-Health Housing & Human Services Fund |                       |                  |                      |                       |              |                |                     |                        |            |           | 237,056,100                            |                      |               |                     |             |                   |
| 253-Clackamas Health Centers             |                       |                  |                      |                       |              |                |                     |                        |            |           | 72,428,776                             |                      |               |                     |             |                   |
| 255-Transient Lodging Tax Fund           |                       |                  |                      | 12,061,560            |              |                |                     |                        |            |           |  |                      |               |                     |             | 739,230           |
| 257-Parks & Forestry Fund                |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 207-Inmate Welfare Special Fund          |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 209-CCSO Forfeitures                     |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| <b>Special Revenue Fund Total</b>        | -                     |                  | -                    | 15,857,998            | -            |                | -                   | -                      |            | 236,345   | 309,674,876                            | -                    | -             | -                   | 558,549     | 32,402,826        |
| <b>Debt Service Fund</b>                 |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 320-Clackamas County Debt Service        |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 321-Clackamas County Debt Service - GO   |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| <b>Debt Service Fund Total</b>           |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| <b>Capital Projects Fund</b>             |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 420-Capital Projects                     |                       | 22,837,002       |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| <b>Capital Projects Fund Total</b>       |                       | 22,837,002       |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| <b>Enterprise Funds</b>                  |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 601-Stone Creek Golf Course              |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 602-Clackamas Broadband Utility          |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 605-911 Center Fund                      |                       |                  | 14,158,669           |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| <b>Enterprise Funds Total</b>            |                       |                  | 14,158,669           |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| <b>Internal Service Funds</b>            |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 744-Facilities Management Fund           |                       |                  |                      |                       |              |                |                     |                        | 15,845,473 |           |  |                      |               |                     |             |                   |
| 747-Technology Services Fund             |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| 760-Self-Insurance Fund                  |                       |                  |                      |                       |              |                |                     |                        |            |           |  | 57,104,362           |               |                     |             |                   |
| 761-Risk Management Claims Fund          |                       |                  |                      |                       |              |                |                     |                        |            |           |  | 17,219,768           |               |                     |             |                   |
| 770-Fleet Services Fund                  |                       |                  |                      |                       |              |                |                     |                        |            |           |  |                      |               |                     |             |                   |
| <b>Internal Service Funds Total</b>      |                       |                  |                      |                       |              |                |                     |                        | 15,845,473 |           |  | 74,324,130           |               |                     |             |                   |
| <b>Grand Total</b>                       | 10,169,708            | 22,837,002       | 14,158,669           | 20,548,173            | 4,466,329    | 3,363,415      | 4,346,735           | 18,604,119             | 15,845,473 | 7,992,175 | 309,674,876                            | 80,095,264           | 3,752,660     | 11,011,348          | 558,549     | 63,453,709        |

**Requirements by Fund Type, Fund and  
Department FY23-24 Budget**

| <u>Fund Type / Fund #-Name</u>           | <u>Non<br/>Departmental</u> | <u>Public &amp;<br/>Government<br/>Affairs (PGA)</u> | <u>Sheriff's Office<br/>(CCSO)</u> | <u>Technology<br/>Services (TS)</u> | <u>Transportation &amp;<br/>Development<br/>(DTD)</u> | <u>Treasurer's<br/>Office</u> | <u>Grand Total</u>   |
|--|-----------------------------|--|------------------------------------|-------------------------------------|---|-------------------------------|----------------------|
| <b>General Fund</b>                      |                             |  |                                    |                                     |   |                               |                      |
| 100-General Fund                         | 241,569,995                 | 4,738,527  | 114,242,835                        |                                     | 16,310,094  | 1,523,956                     | 483,367,743          |
| <b>General Fund Total</b>                | <b>241,569,995</b>          | <b>4,738,527</b>                                     | <b>114,242,835</b>                 |                                     | <b>16,310,094</b>                                     | <b>1,523,956</b>              | <b>483,367,743</b>   |
| <b>Special Revenue Fund</b>              |                             |  |                                    |                                     |   |                               |                      |
| 201-County Fair Fund                     |                             |  |                                    |                                     | -   |                               | 5,928,928            |
| 204-County School Fund                   |                             |  |                                    |                                     |   |                               | 642,821              |
| 205-Development Services Fund            |                             |  |                                    |                                     | 19,070,750  |                               | 19,070,750           |
| 206-Sheriff's Operating Levy             |                             |  | 30,660,707                         |                                     |   |                               | 30,660,707           |
| 208-Lottery Fund                         |                             |  |                                    |                                     | 10,015,136  |                               | 10,015,136           |
| 211-Law Library Fund                     |                             |  |                                    |                                     |   |                               | 558,549              |
| 212-Library Network                      |                             |  |                                    |                                     | 19,975,168  |                               | 19,975,168           |
| 215-Road Fund                            |                             |  |                                    |                                     | 128,404,765   |                               | 128,404,765          |
| 218-Property Resources Fund              |                             |  |                                    |                                     | 2,483,032   |                               | 3,075,879            |
| 223-Countywide Transportation SDC Fund   |                             |  |                                    |                                     | -   |                               | 19,699,000           |
| 224-Public Land Cor Pres Fund            |                             |  |                                    |                                     | 1,448,469   |                               | 1,448,469            |
| 230-Special Grants Fund                  | 7,120                       | -  | -                                  | 7,065,823                           | 16,573,635  | -                             | 32,669,360           |
| 240-Health Housing & Human Services Fund |                             |  |                                    |                                     |   |                               | 237,056,100          |
| 253-Clackamas Health Centers             |                             |  |                                    |                                     |   |                               | 72,428,776           |
| 255-Transient Lodging Tax Fund           |                             |  |                                    |                                     |   |                               | 12,800,790           |
| 257-Parks & Forestry Fund                |                             |  |                                    |                                     | 8,604,495   |                               | 8,604,495            |
| 207-Inmate Welfare Special Fund          |                             |  | 230,500                            |                                     |   |                               | 230,500              |
| 209-CCSO Forfeitures                     |                             |  | 966,893                            |                                     |   |                               | 966,893              |
| <b>Special Revenue Fund Total</b>        | <b>7,120</b>                | <b>-</b>   | <b>31,858,100</b>                  | <b>7,065,823</b>                    | <b>206,575,450</b>                                    | <b>-</b>                      | <b>604,237,087</b>   |
| <b>Debt Service Fund</b>                 |                             |  |                                    |                                     |   |                               |                      |
| 320-Clackamas County Debt Service        | 9,463,300                   |  |                                    |                                     |   |                               | 9,463,300            |
| 321-Clackamas County Debt Service - GO   | 5,581,400                   |  |                                    |                                     |   |                               | 5,581,400            |
| <b>Debt Service Fund Total</b>           | <b>15,044,700</b>           |  |                                    |                                     |   |                               | <b>15,044,700</b>    |
| <b>Capital Projects Fund</b>             |                             |  |                                    |                                     |   |                               |                      |
| 420-Capital Projects                     |                             |  |                                    |                                     |   |                               | 22,837,002           |
| <b>Capital Projects Fund Total</b>       |                             |  |                                    |                                     |   |                               | <b>22,837,002</b>    |
| <b>Enterprise Funds</b>                  |                             |  |                                    |                                     |   |                               |                      |
| 601-Stone Creek Golf Course              |                             |  |                                    |                                     | 5,950,182   |                               | 5,950,182            |
| 602-Clackamas Broadband Utility          |                             |  |                                    | 2,771,091                           |   |                               | 2,771,091            |
| 605-911 Center Fund                      |                             |  |                                    |                                     |   |                               | 14,158,669           |
| <b>Enterprise Funds Total</b>            |                             |  |                                    | <b>2,771,091</b>                    | <b>5,950,182</b>                                      |                               | <b>22,879,943</b>    |
| <b>Internal Service Funds</b>            |                             |  |                                    |                                     |   |                               |                      |
| 744-Facilities Management Fund           |                             |  |                                    |                                     |   |                               | 15,845,473           |
| 747-Technology Services Fund             |                             |  |                                    | 20,306,798                          |   |                               | 20,306,798           |
| 760-Self-Insurance Fund                  |                             |  |                                    |                                     |   |                               | 57,104,362           |
| 761-Risk Management Claims Fund          |                             |  |                                    |                                     |   |                               | 17,219,768           |
| 770-Fleet Services Fund                  |                             |  |                                    |                                     | 7,890,841   |                               | 7,890,841            |
| <b>Internal Service Funds Total</b>      |                             |  |                                    | <b>20,306,798</b>                   | <b>7,890,841</b>                                      |                               | <b>118,367,242</b>   |
| <b>Grand Total</b>                       | <b>256,621,815</b>          | <b>4,738,527</b>                                     | <b>146,100,935</b>                 | <b>30,143,712</b>                   | <b>236,726,567</b>                                    | <b>1,523,956</b>              | <b>1,266,733,717</b> |

**Resources and Requirements by  
Function for Major Funds**

|  | <b>100 - General Fund</b>  |                              |                       | <b>230 - Special Grants Fund</b> |                              |                       | <b>240 - Health Housing &amp; Human Services Fund</b> |                              |                       |
|--|----------------------------|------------------------------|-----------------------|----------------------------------|------------------------------|-----------------------|---|------------------------------|-----------------------|
|  | <b>FY21-22<br/>Actuals</b> | <b>FY22-23<br/>Projected</b> | <b>FY23-24 Budget</b> | <b>FY21-22<br/>Actuals</b>       | <b>FY22-23<br/>Projected</b> | <b>FY23-24 Budget</b> | <b>FY21-22<br/>Actuals</b>                            | <b>FY22-23<br/>Projected</b> | <b>FY23-24 Budget</b> |
| <b><u>Resources by Category</u></b>    |                            |                              |                       |                                  |                              |                       |   |                              |                       |
| Beginning Fund Balance                 | 84,648,811                 | 84,545,213                   | 86,626,931            | 8,715                            | 107,419                      | 300,000               | 18,621,431  | 50,284,543                   | 74,660,829            |
| Taxes                                  | 144,681,203                | 150,140,000                  | 155,936,480           | -                                | -                            | -                     | -   | -                            | -                     |
| Federal, State, Local, All Other       | 23,907,851                 | 25,973,242                   | 26,334,135            | 7,640,588                        | 6,942,138                    | 32,330,360            | 123,171,920   | 163,034,665                  | 138,128,853           |
| Charges, Fees, License, Permits, Fines | 40,409,817                 | 41,850,266                   | 45,861,817            | -                                | -                            | -                     | 11,170,498  | 10,654,593                   | 12,625,694            |
| Revenue from Bonds & Other Debts       | 80,160                     | 78,000                       | 34,000                | -                                | -                            | -                     | 5,791,019   | 435,940                      | 260,000               |
| All Other Revenue Resources            | 33,672,167                 | 35,977,646                   | 42,152,984            | 143,291                          | 192,581                      | 39,000                | 396,572   | 1,212,373                    | 1,304,617             |
| Other Interfund Transfers              | 164,686                    | 383,387                      | 226,087               | -                                | -                            | -                     | 63,000  | 234,200                      | -                     |
| General Fund Support                   | 116,188,362                | 126,345,178                  | 126,195,310           | -                                | -                            | -                     | 8,310,448   | 8,674,105                    | 10,076,107            |
| <b>Revenues Total</b>                  | <b>443,753,057</b>         | <b>465,292,932</b>           | <b>483,367,744</b>    | <b>7,792,594</b>                 | <b>7,242,138</b>             | <b>32,669,360</b>     | <b>167,524,889</b>                                    | <b>234,530,418</b>           | <b>237,056,100</b>    |
| <b><u>Requirements by Function</u></b> |                            |                              |                       |                                  |                              |                       |   |                              |                       |
| Culture, education, and recreation     | -                          | -                            | 7,361,038             | 145,860                          | 199,088                      | 15,000,000            | -   | -                            | -                     |
| Economic development                   | 14,033,216                 | 13,839,193                   | 5,762,418             | 204,975                          | -                            | -                     | 5,440,860   | 5,843,648                    | -                     |
| General Government                     | 192,187,529                | 202,123,682                  | 201,767,337           | 746,767                          | 5,447,575                    | 11,105,725            | -   | -                            | -                     |
| Health and human services              | -                          | -                            | -                     | 3,755,328                        | 1,076,165                    | 190,000               | 111,799,475   | 154,055,860                  | 216,988,181           |
| Misc/Pass-Through                      | 19,659,773                 | 20,235,000                   | 31,050,883            | 293,954                          | -                            | 4,800,000             | -   | -                            | -                     |
| Public Safety                          | 133,355,263                | 141,791,515                  | 151,384,747           | 2,361,522                        | 124,310                      | -                     | -   | -                            | -                     |
| Roads & Infrastructure                 | -                          | -                            | -                     | 176,770                          | 95,000                       | 1,573,635             | -   | -                            | -                     |
| <b>Ending Fund Balance</b>             | <b>84,517,276</b>          | <b>87,303,542</b>            | <b>86,041,321</b>     | <b>107,419</b>                   | <b>300,000</b>               | <b>(0)</b>            | <b>50,284,554</b>                                     | <b>74,630,911</b>            | <b>20,067,919</b>     |
| <b>Total Requirements</b>              | <b>443,753,057</b>         | <b>465,292,932</b>           | <b>483,367,744</b>    | <b>7,792,594</b>                 | <b>7,242,138</b>             | <b>32,669,360</b>     | <b>167,524,889</b>                                    | <b>234,530,418</b>           | <b>237,056,100</b>    |

**Resources and Requirements by  
Function for Major Funds**

|  | <u>253 - Clackamas Health Centers</u> |   |                   | <u>215 - Road Fund</u>           |   |                    | <u>760 - Self-Insurance Fund</u> |   |                   |
|--|---------------------------------------|---|-------------------|----------------------------------|---|--------------------|----------------------------------|---|-------------------|
|  | <u>FY21-22</u><br><u>Actuals</u>      | <u>FY22-23</u><br><u>Projected FY23-24 Budget</u> |                   | <u>FY21-22</u><br><u>Actuals</u> | <u>FY22-23</u><br><u>Projected FY23-24 Budget</u> |                    | <u>FY21-22</u><br><u>Actuals</u> | <u>FY22-23</u><br><u>Projected FY23-24 Budget</u> |                   |
| <b><u>Resources by Category</u></b>    |                                       |   |                   |                                  |   |                    |                                  |   |                   |
| Beginning Fund Balance                 | 17,472,869                            | 16,308,015  | 16,771,886        | 51,628,806                       | 53,138,868  | 48,147,496         | 22,792,734                       | 24,597,171  | 25,476,496        |
| Taxes                                  | -                                     | -   | -                 | -                                | -   | -                  | -                                | -   | -                 |
| Federal, State, Local, All Other       | 8,470,589                             | 10,107,551  | 5,844,880         | 42,823,044                       | 54,603,147  | 57,189,759         | -                                | -   | -                 |
| Charges, Fees, License, Permits, Fines | 38,892,006                            | 40,150,761  | 49,543,310        | 16,872,851                       | 16,505,373  | 16,520,965         | 1,825,986                        | 1,983,778   | 1,989,008         |
| Revenue from Bonds & Other Debts       | 45,963                                | 45,963  | 45,960            | 142,987                          | 55,000  | 182,604            | -                                | -   | -                 |
| All Other Revenue Resources            | 496,563                               | 167,880   | 170,230           | 314,567                          | 3,745,548   | 552,685            | 30,987,062                       | 28,357,530  | 29,638,858        |
| Other Interfund Transfers              | -                                     | -   | -                 | -                                | 893,757   | 5,553,296          | -                                | -   | -                 |
| General Fund Support                   | 496,039                               | -   | 52,510            | 165,105                          | -   | 257,961            | -                                | -   | -                 |
| <b>Revenues Total</b>                  | <b>65,874,029</b>                     | <b>66,780,170</b>                                 | <b>72,428,776</b> | <b>111,947,359</b>               | <b>128,941,693</b>                                | <b>128,404,766</b> | <b>55,605,782</b>                | <b>54,938,479</b>                                 | <b>57,104,362</b> |
| <b><u>Requirements by Function</u></b> |                                       |   |                   |                                  |   |                    |                                  |   |                   |
| Culture, education, and recreation     | -                                     | -   | -                 | -                                | -   | -                  | -                                | -   | -                 |
| Economic development                   | -                                     | -   | -                 | 3,260,734                        | 3,639,833   | 7,655,020          | -                                | -   | -                 |
| General Government                     | -                                     | -   | -                 | -                                | -   | -                  | 31,008,611                       | 29,461,983  | 37,793,154        |
| Health and human services              | 49,566,014                            | 50,008,284  | 55,656,890        | -                                | -   | -                  | -                                | -   | -                 |
| Misc/Pass-Through                      | -                                     | -   | -                 | -                                | -   | -                  | -                                | -   | -                 |
| Public Safety                          | -                                     | -   | -                 | -                                | -   | -                  | -                                | -   | -                 |
| Roads & Infrastructure                 | -                                     | -   | -                 | 55,547,757                       | 77,154,364  | 88,139,648         | -                                | -   | -                 |
| <b>Ending Fund Balance</b>             | <b>16,308,015</b>                     | <b>16,771,886</b>                                 | <b>16,771,886</b> | <b>53,138,868</b>                | <b>48,147,496</b>                                 | <b>32,610,098</b>  | <b>24,597,171</b>                | <b>25,476,496</b>                                 | <b>19,311,208</b> |
| <b>Total Requirements</b>              | <b>65,874,029</b>                     | <b>66,780,170</b>                                 | <b>72,428,776</b> | <b>111,947,359</b>               | <b>128,941,693</b>                                | <b>128,404,766</b> | <b>55,605,782</b>                | <b>54,938,479</b>                                 | <b>57,104,362</b> |

**Resources and Requirements by  
Function for Major Funds**

|  | <u>All Other</u>           |                              |                       | <u>Total</u>           |                              |                       |
|--|----------------------------|------------------------------|-----------------------|------------------------|------------------------------|-----------------------|
|  | <u>FY21-22<br/>Actuals</u> | <u>FY22-23<br/>Projected</u> | <u>FY23-24 Budget</u> | <u>FY21-22 Actuals</u> | <u>FY22-23<br/>Projected</u> | <u>FY23-24 Budget</u> |
| <b><u>Resources by Category</u></b>    |                            |                              |                       |                        |                              |                       |
| Beginning Fund Balance                 | 82,348,602                 | 94,821,727                   | 91,371,486            | 277,521,967            | 323,802,956                  | 343,355,124           |
| Taxes                                  | 19,126,875                 | 24,510,120                   | 29,136,800            | 163,808,078            | 174,650,120                  | 185,073,280           |
| Federal, State, Local, All Other       | 18,076,161                 | 19,078,788                   | 22,518,426            | 224,090,154            | 279,739,531                  | 282,346,413           |
| Charges, Fees, License, Permits, Fines | 66,686,633                 | 65,793,337                   | 70,646,657            | 175,857,791            | 176,938,108                  | 197,187,451           |
| Revenue from Bonds & Other Debts       | 595,261                    | 323,750                      | 659,020               | 6,655,390              | 938,653                      | 1,181,584             |
| All Other Revenue Resources            | 14,560,679                 | 15,019,125                   | 16,570,485            | 80,570,901             | 84,672,682                   | 90,428,859            |
| Other Interfund Transfers              | 1,841,994                  | 4,548,216                    | 7,913,863             | 2,069,680              | 6,059,560                    | 13,693,246            |
| General Fund Support                   | 14,206,709                 | 17,595,885                   | 16,885,873            | 139,366,663            | 152,615,168                  | 153,467,761           |
| <b>Revenues Total</b>                  | <b>217,442,914</b>         | <b>241,690,948</b>           | <b>255,702,610</b>    | <b>1,069,940,624</b>   | <b>1,199,416,778</b>         | <b>1,266,733,718</b>  |
| <b><u>Requirements by Function</u></b> |                            |                              |                       |                        |                              |                       |
| Culture, education, and recreation     | 17,754,051                 | 22,902,120                   | 27,175,179            | 17,899,911             | 23,101,208                   | 49,536,217            |
| Economic development                   | 14,777,026                 | 12,463,104                   | 15,448,533            | 37,716,811             | 35,785,778                   | 28,865,971            |
| General Government                     | 58,841,371                 | 79,131,245                   | 86,653,221            | 282,784,278            | 316,164,485                  | 337,319,437           |
| Health and human services              | -                          | -                            | -                     | 165,120,817            | 205,140,309                  | 272,835,071           |
| Misc/Pass-Through                      | 993,959                    | 1,580,339                    | 11,993,499            | 20,947,685             | 21,815,339                   | 47,844,382            |
| Public Safety                          | 22,615,368                 | 27,144,376                   | 36,883,850            | 158,332,153            | 169,060,201                  | 188,268,597           |
| Roads & Infrastructure                 | 7,610,210                  | 7,744,972                    | 8,793,146             | 63,334,737             | 84,994,336                   | 98,506,429            |
| <b>Ending Fund Balance</b>             | <b>94,850,929</b>          | <b>90,724,791</b>            | <b>68,755,182</b>     | <b>323,804,231</b>     | <b>343,355,122</b>           | <b>243,557,614</b>    |
| <b>Total Requirements</b>              | <b>217,442,914</b>         | <b>241,690,948</b>           | <b>255,702,610</b>    | <b>1,069,940,624</b>   | <b>1,199,416,778</b>         | <b>1,266,733,718</b>  |

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Fund balance is the difference between accumulated resources and the requirements charged against them over the life of a fund. The fund balance at the end of one fiscal year is what is left to be carried forward to the following year. In keeping with Oregon Budget Law, Clackamas County does not budget ending fund balances. Although not budgeted, the end of the year financial position can be expected to equal actual revenues less actual expenditures during the year plus the ending balances in the reserve and contingency categories. Reserve and contingency estimates are included as expenditures when balancing the budget but charges are not made directly to these categories. Reserves are specifically held for future years and the Board of County Commissioners can approve the transfer of contingency in various funds as needed to meet unforeseen needs that arise during the year. Experience has shown that some such transfers will be made each year.

The table that accompanies this discussion is an attempt to estimate the minimum ending fund balance for each fund on June 30, 2024, based on the current budget. This is money that should be available for the FY23-24 budget year given several critical assumptions. This estimate is predicated upon the following:

- *The estimated beginning fund balance is accurate* - As is explained in the Revenue Analysis section, this is a projection that is being made with the best information available at the time the budget was formulated. Not all transactions and end-of-year adjustments for FY22-23 have been recorded and the books have not yet been audited.
- *New revenues will be recognized during the fiscal year* - Undoubtedly, additional resources will become available, primarily through new grants, and may be recognized. To the extent that they are recognized but not entirely needed, they will be added to the ending balance.
- *Current revenues will come in and current expenditures will be made as budgeted* - Again, actual experience is certain to be different than the budget. The budget is a plan representing the most that can be spent.
- *No contingency or reserve amounts will be spent* – Some transfers from contingency may be required.
- Per these assumptions, actual ending fund balances for FY22-23 should exceed the projections. The following table is a countywide summary. More complete information for each fund is available in the “Budget by Fund” section.

**Summary of Resources and Requirements by Fund**

**Estimated Year End Financial Position**

| Fund                                     | Beginning Fund     | Revenues           | Expenses             | Ending Fund Bal    | % Change    |
|--|--------------------|--------------------|----------------------|--------------------|-------------|
|  | Balance 07/01/2023 | (Increases)        | (Decreases)          | 06/30/2024         |             |
| 100-General Fund                         | 86,626,931         | 396,740,813        | 397,326,423          | 86,041,320         | -1%         |
| 201-County Fair Fund                     | 324,162            | 5,604,766          | 5,660,402            | 268,526            | -17%        |
| 204-County School Fund                   | 142,821            | 500,000            | 642,821              | -                  | -100%       |
| 205-Development Services Fund            | 11,234,875         | 7,835,875          | 11,143,679           | 7,927,071          | -29%        |
| 206-Sheriff's Operating Levy             | 6,610,707          | 24,050,000         | 23,544,046           | 7,116,661          | 8%          |
| 207-Inmate Welfare Special Fund          | 104,801            | 125,699            | 230,500              | -                  | -100%       |
| 208-Lottery Fund                         | 6,407,579          | 3,607,558          | 4,642,233            | 5,372,903          | -16%        |
| 209-CCSO Forfeitures                     | 541,893            | 425,000            | 966,893              | -                  | -100%       |
| 211-Law Library Fund                     | 192,543            | 366,006            | 458,549              | 100,000            | -48%        |
| 212-Library Network                      | 6,818,540          | 13,156,627         | 16,875,543           | 3,099,625          | -55%        |
| 215-Road Fund                            | 48,147,496         | 80,257,270         | 95,794,668           | 32,610,097         | -32%        |
| 218-Property Resources Fund              | 2,380,168          | 695,711            | 1,050,759            | 2,025,120          | -15%        |
| 223-Countywide Transportation SDC Fund   | 17,776,800         | 1,922,200          | 4,358,199            | 15,340,801         | -14%        |
| 224-Public Land Cor Pres Fund            | 1,044,189          | 404,280            | 1,068,727            | 379,742            | -64%        |
| 230-Special Grants Fund                  | 300,000            | 32,369,360         | 32,669,360           | -                  | -100%       |
| 240-Health Housing & Human Services Fund | 74,660,829         | 162,395,271        | 216,988,181          | 20,067,919         | -73%        |
| 253-Clackamas Health Centers             | 16,771,886         | 55,656,890         | 55,656,890           | 16,771,886         | 0%          |
| 255-Transient Lodging Tax Fund           | 7,126,829          | 5,673,961          | 7,813,048            | 4,987,742          | -30%        |
| 257-Parks & Forestry Fund                | 3,162,124          | 5,442,372          | 4,830,941            | 3,773,554          | 19%         |
| 320-Clackamas County Debt Service        | -                  | 9,463,300          | 9,463,300            | -                  | -           |
| 321-Clackamas County Debt Service - GO   | 233,700            | 5,347,700          | 5,581,400            | -                  | -100%       |
| 420-Capital Projects                     | 7,556,396          | 15,280,606         | 20,837,002           | 2,000,000          | -74%        |
| 601-Stone Creek Golf Course              | 2,659,381          | 3,290,801          | 5,010,783            | 939,399            | -65%        |
| 602-Clackamas Broadband Utility          | 45,000             | 2,726,091          | 2,716,034            | 55,057             | 22%         |
| 605-911 Center Fund                      | 3,055,304          | 11,103,365         | 11,683,862           | 2,474,807          | -19%        |
| 744-Facilities Management Fund           | 209,897            | 15,635,577         | 15,574,697           | 270,776            | 29%         |
| 747-Technology Services Fund             | 2,103,000          | 18,203,797         | 18,970,643           | 1,336,155          | -36%        |
| 760-Self-Insurance Fund                  | 25,476,496         | 31,627,866         | 37,793,154           | 19,311,208         | -24%        |
| 761-Risk Management Claims Fund          | 11,169,390         | 6,050,378          | 6,436,325            | 10,783,443         | -3%         |
| 770-Fleet Services Fund                  | 471,387            | 7,419,454          | 7,387,040            | 503,801            | 7%          |
| <b>Grand Total</b>                       | <b>343,355,124</b> | <b>923,378,594</b> | <b>1,023,176,104</b> | <b>243,557,613</b> | <b>-29%</b> |

**COUNTY DEBT SUMMARY**

The County follows ORS 287A provisions which set debt limits based on real market value. As of June 30, 2023, the real market value of the taxable property in the County is \$110.7 billion. The table below shows the breakdown of outstanding debt and the percent of capacity issued by the County.

**Clackamas County Outstanding Long-Term Debt**

|  | Date of Issue | Date of Maturity | Amount Issued     | Amount Outstanding |
|--|---------------|------------------|-------------------|--------------------|
| <b><u>General Obligation Debt</u></b>        |               |                  |                   |                    |
| 2016B (Tax-Exempt)                           | 9/29/2016     | 6/1/2031         | 53,155,000        | 42,365,000         |
| <b><u>Full Faith and Credit Debt</u></b>     |               |                  |                   |                    |
| 2012 Refunding (PSB and Sheriff)             | 9/6/2012      | 1/1/2033         | 18,750,000        | 11,195,000         |
| 2018 Refunding (DSB)                         | 2/16/2018     | 6/1/2027         | 28,255,000        | 12,750,000         |
| 2020 Refunding (Jail, Red Soils, Light Rail) | 8/20/2020     | 6/1/2029*        | 26,690,000        | 20,790,000         |
| 2020 Obligation (DTD)                        | 8/20/2020     | 6/1/2040         | 20,000,000        | 18,000,000         |
|  |               |                  | <u>93,695,000</u> | <u>62,735,000</u>  |

\*2020 Refunding (Light Rail) \$7.1M balloon payment in FY27/28

**Clackamas County Debt Capacity**

**Measure 5 Real Market Value <sup>(1)</sup> (FY23-24) \$110,650,336,110**

|  | Debt Limit<br>(% of<br>RMV) | Total Debt<br>Capacity | Outstanding<br>Debt Subject<br>to Limit | Remaining<br>Legal<br>Capacity | % of<br>Capacity<br>Issued |
|--|-----------------------------|------------------------|---|--------------------------------|----------------------------|
| General Obligation Bonds <sup>2</sup>  | 2%                          | \$2,213,006,722        | 42,365,000                              | 2,170,641,722                  | 1.9%                       |
| Limited Tax Pension Bonds <sup>3</sup> | 5%                          | \$4,095,424,126        | -                                       | 4,095,424,126                  | 0.0%                       |
| Limited Tax Obligations <sup>4</sup>   | 1%                          | \$1,106,503,361        | 62,735,000                              | 1,043,768,361                  | 5.7%                       |

(1) Value represents the Real Market Value of taxable properties, including the reduction in Real Market Value of specially assessed properties such as farm and forestland. This value is also commonly referred to as the Measure 5 Real Market Value by county assessors.

(2) Represents voter-approved, unlimited-tax general obligations of the County.

(3) The County has no pension bonds outstanding.

(4) Includes the County's Full Faith and Credit/limited-tax obligations.

**General Obligation Debt:** ORS 287A.100 establishes a limit on bonded indebtedness for counties. Counties may issue an aggregate principal amount of up to two percent of the Real Market Value of all taxable properties within the county if the County's voters approve the general obligation bonds. General obligation bonds are secured by the power to levy an additional tax outside the limitations of Article XI, Sections 11 and 11b.

- 2016 GO Bonds: In 2016, the County issued \$59.0 million in general obligation bonds approved by voters in May 2016 to finance the replacement of first responders’ emergency radio communications system to expand coverage and provide disaster reinforcement. The projected levy will not exceed 10 cents per \$1,000 of assessed value. The outstanding balance is \$42.4 million to be repaid in 2031.

Full Faith and Credit Debt: Local governments may pledge their full faith and credit for “limited tax bonded indebtedness” or “full faith and credit obligations”.

- 2012 Refunding Bonds: The County issued debt in 2003 to construct a new Public Services Building and update the Emergency Operations Center located on the County’s Property in Oregon City. The County also purchased the Public Safety Training Center from Clackamas County Sheriff’s Office and other law enforcement agencies as well as a public shooting range. These two issues were refunded in 2012 and this new combined debt has \$11.2 million outstanding, with the final payment due in 2033.
- 2018 Refunding Bonds: In 2007, the county issued bonds to build a second building for county offices on the Red Soils property in Oregon City and construct other improvements to the campus as provided for in the Master Plan. The Development Services Building and campus improvements were completed in 2008. The debt was refunded in 2018 to reduce interest expenses. The outstanding balance is \$12.8 million with final maturity in 2027.
- 2020 Refunding Bonds (original issuance was 2009): In 2009, debt of \$34.8 million was issued to finance remodeling, and repurposing facilities used by the Sheriff Department and reimburse project costs at the Development Services Building. The County-owned Brooks Building (formerly known as the Sunnybrook Service Center) was remodeled for use as a central Sheriff’s Office in the Clackamas area. At the existing jail, facility improvements, 50 additional beds, and a medical care unit were added. In 2010, a warehouse was purchased adjacent to the Red Soils campus which now houses an evidence processing facility. The outstanding balance of \$12.9 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2029.
- 2020 Refunding Bonds (original issuance was 2012): In 2012, Clackamas County issued a \$20.1 million bond to finance its share of the Portland-Milwaukie Light Rail project. The balance of \$10.0 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2028. A \$6.8 million balloon payment is due in 2028.

The following table summarizes debt service obligations for General Obligation and Full Faith and Credit debt:

| FY Debt Service | Total Debt Service (DS) |                   |                    |
|-----------------|-------------------------|-------------------|--------------------|
|                 | Principal               | Interest          | Total DS           |
| 23-24           | 11,115,000              | 3,929,613         | 15,044,613         |
| 24-25           | 11,530,000              | 3,385,213         | 14,915,213         |
| 25-26           | 12,315,000              | 2,848,363         | 15,163,363         |
| 27-28 to 39-40  | 57,045,000              | 5,343,869         | 62,388,869         |
| <b>Total</b>    | <b>105,100,000</b>      | <b>17,781,669</b> | <b>122,881,669</b> |

**Clackamas County (Excluding Agencies) Outstanding Bonds**

**Bond Rating: Aaa by Moody's Investor Service**

|                  | Series 2012 Refund           |              | Series 2016 GO Bond (Fund 321) |              | 2018 Refunding Bond |              | Series 2020 (Refunding FFC 2009 Bonds) |              | Series 2020 (PDX - Milwaukee Light Rail Proj) |              | Series 2020 (DTD Rd Proj) |              | Total Fund 320 Debt Services |            |            |               |                    |                            |            |
|------------------|------------------------------|--------------|--------------------------------|--------------|---------------------|--------------|--|--------------|---|--------------|---------------------------|--------------|------------------------------|------------|------------|---------------|--------------------|----------------------------|------------|
|                  | Principal                    | Interest     | Principal                      | Interest     | Principal           | Interest     | Principal                              | Interest     | Principal                                     | Interest     | Principal                 | Interest     | Total FY Debt Services       | Principal  | Interest   | Total         | FY Rent Collection | Transfer in from Road Fund | GF Support |
| Amount Issued    | \$ 18,875,000                |              | \$ 59,000,000                  |              | \$ 28,255,000       |              | \$ 16,115,000                          |              | \$ 10,575,000                                 |              | \$ 20,000,000             |              |                              |            |            |               |                    |                            |            |
| Interest Rate*   | 2.83%                        |              | 2.22%                          |              | 2.00%               |              | 0.893%                                 |              | 0.89%   |              | 0.89%                     |              |                              |            |            |               |                    |                            |            |
| Date of Issue    | 09/06/12                     |              | 09/29/16                       |              | 2/16/2018           |              | 08/20/20                               |              | 8/20/2020                                     |              | 08/20/20                  |              |                              |            |            |               |                    |                            |            |
| Date of Maturity | 01/01/33                     |              | 06/01/31                       |              | 6/1/27              |              | 06/01/40                               |              | 6/1/28  |              | 06/01/40                  |              |                              |            |            |               |                    |                            |            |
| FY Debt Services | PSB and Sheriff training ctr |              | Fund 321                       |              | DSB                 |              | Sunnybrook, Jail, Red Soils Campus     |              |   |              |                           |              |                              |            |            |               |                    |                            |            |
| 2024             | 1,135,000                    | 368,213      | 4,020,000                      | 1,561,325    | 2,930,000           | 475,269      | 1,645,000                              | 546,350      | 610,000                                       | 471,500      | 775,000                   | 506,956      | \$ 15,044,613                | 7,095,000  | 2,368,288  | 9,463,288     | 3,118,353          | 1,281,956                  | 5,062,978  |
| 2025             | 845,000                      | 322,813      | 4,375,000                      | 1,360,325    | 3,120,000           | 328,769      | 1,735,000                              | 464,100      | 640,000                                       | 441,000      | 815,000                   | 468,206      | \$ 14,915,213                | 7,155,000  | 2,024,888  | 9,179,888     | 3,211,904          | 1,283,206                  | 4,684,778  |
| 2026             | 915,000                      | 289,013      | 4,755,000                      | 1,141,575    | 3,285,000           | 203,969      | 1,830,000                              | 377,350      | 675,000                                       | 409,000      | 855,000                   | 427,456      | \$ 15,163,363                | 7,560,000  | 1,706,788  | 9,266,788     | 3,308,261          | 1,282,456                  | 4,676,071  |
| 2027             | 985,000                      | 252,413      | 5,155,000                      | 903,825      | 3,415,000           | 72,569       | 1,935,000                              | 285,850      | 705,000                                       | 375,250      | 900,000                   | 384,706      | \$ 15,369,613                | 7,940,000  | 1,370,788  | 9,310,788     | 3,407,509          | 1,284,706                  | 4,618,573  |
| 2028             | 1,045,000                    | 222,863      | 5,475,000                      | 749,175      |                     |              | 2,050,000                              | 189,100      | 6,800,000                                     | 340,000      | 940,000                   | 339,706      | \$ 18,150,844                | 10,835,000 | 1,091,669  | 11,926,669    | 3,509,734          | 1,279,706                  | 7,137,229  |
| 2029             | 1,110,000                    | 191,513      | 5,840,000                      | 557,550      |                     |              | 2,165,000                              | 86,600       |   |              | 990,000                   | 292,706      | \$ 11,233,369                | 4,265,000  | 570,819    | 4,835,819     | 3,615,026          | 1,282,706                  |            |
| 2030             | 1,180,000                    | 158,213      | 6,190,000                      | 382,350      |                     |              |  |              |   |              | 1,030,000                 | 253,106      | \$ 9,193,669                 | 2,210,000  | 411,319    | 2,621,319     | 3,723,477          | 1,283,106                  |            |
| 2031             | 1,250,000                    | 122,813      | 6,555,000                      | 196,650      |                     |              |  |              |   |              | 1,070,000                 | 211,906      | \$ 9,406,369                 | 2,320,000  | 334,719    | 2,654,719     | 3,835,181          | 1,281,906                  |            |
| 2032             | 1,325,000                    | 85,313       |                                |              |                     |              |  |              |   |              | 1,115,000                 | 169,106      | \$ 2,694,419                 | 2,440,000  | 254,419    | 2,694,419     | 3,950,236          | 1,284,106                  |            |
| 2033             | 1,405,000                    | 43,906       |                                |              |                     |              |  |              |   |              | 1,125,000                 | 155,169      | \$ 2,729,075                 | 2,530,000  | 199,075    | 2,729,075     | 4,068,743          | 1,280,169                  |            |
| 2034             |                              |              |                                |              |                     |              |  |              |   |              | 1,145,000                 | 139,700      | \$ 1,284,700                 | 1,145,000  | 139,700    | 1,284,700     | 4,190,806          | 1,284,700                  |            |
| 2035             |                              |              |                                |              |                     |              |  |              |   |              | 1,160,000                 | 123,956      | \$ 1,283,956                 | 1,160,000  | 123,956    | 1,283,956     | 4,316,530          | 1,283,956                  |            |
| 2036             |                              |              |                                |              |                     |              |  |              |   |              | 1,175,000                 | 106,556      | \$ 1,281,556                 | 1,175,000  | 106,556    | 1,281,556     | 4,446,026          | 1,281,556                  |            |
| 2037             |                              |              |                                |              |                     |              |  |              |   |              | 1,195,000                 | 87,463       | \$ 1,282,463                 | 1,195,000  | 87,463     | 1,282,463     | 4,579,407          | 1,282,463                  |            |
| 2038             |                              |              |                                |              |                     |              |  |              |   |              | 1,215,000                 | 68,044       | \$ 1,283,044                 | 1,215,000  | 68,044     | 1,283,044     | 4,716,789          | 1,283,044                  |            |
| 2039             |                              |              |                                |              |                     |              |  |              |   |              | 1,235,000                 | 46,781       | \$ 1,281,781                 | 1,235,000  | 46,781     | 1,281,781     | 4,858,292          | 1,281,781                  |            |
| 2040             |                              |              |                                |              |                     |              |  |              |   |              | 1,260,000                 | 23,625       | \$ 1,283,625                 | 1,260,000  | 23,625     | 1,283,625     | 5,004,041          | 1,283,625                  |            |
|                  | \$ 11,195,000                | \$ 2,057,069 | \$ 42,365,000                  | \$ 6,852,775 | \$ 12,750,000       | \$ 1,080,575 | \$ 11,360,000                          | \$ 1,949,350 | \$ 9,430,000                                  | \$ 2,036,750 | 18,000,000                | \$ 3,805,150 | \$ 122,881,669               | 62,735,000 | 10,928,894 | \$ 73,663,894 |                    |                            |            |

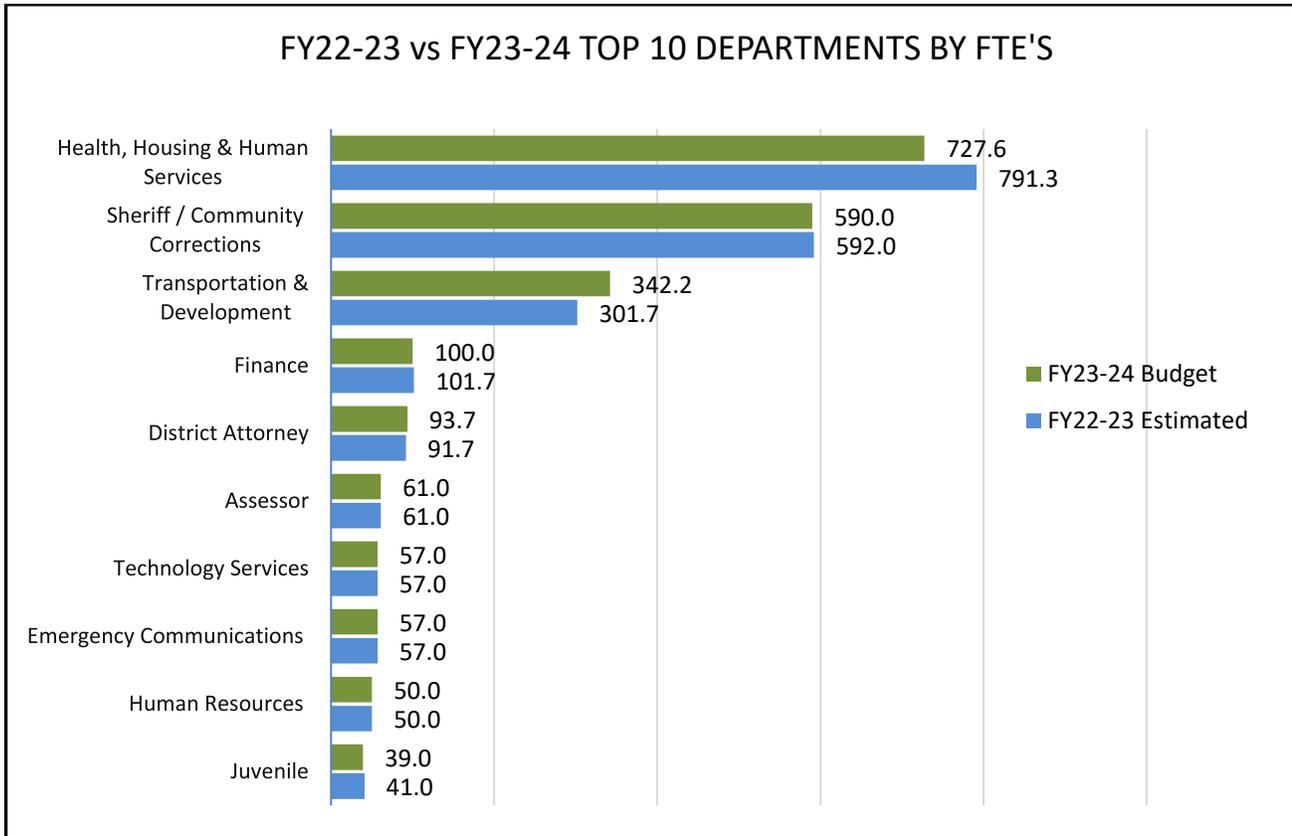
|                       |                      |  |                      |  |                      |  |                      |  |                     |  |                      |  |                       |  |  |  |  |  |  |
|-----------------------|----------------------|--|----------------------|--|----------------------|--|----------------------|--|---------------------|--|----------------------|--|-----------------------|--|--|--|--|--|--|
| <b>FY23-24</b>        |                      |  |                      |  |                      |  |                      |  |                     |  |                      |  |                       |  |  |  |  |  |  |
| <b>Outstanding</b>    | <b>\$ 11,195,000</b> |  | <b>\$ 42,365,000</b> |  | <b>\$ 12,750,000</b> |  | <b>\$ 11,360,000</b> |  | <b>\$ 9,430,000</b> |  | <b>\$ 18,000,000</b> |  | <b>\$ 105,100,000</b> |  |  |  |  |  |  |
| <b>Bond Principal</b> |                      |  |                      |  |                      |  |                      |  |                     |  |                      |  |                       |  |  |  |  |  |  |

Clackamas County - Fund Structure  
 FY23-24 Adopted Budget  
 Total = \$1,266,733,716

| Governmental Funds                       |   |   |   |                                      | Proprietary Funds                               |  |
|--|---|---|---|--------------------------------------|---|--|
| General Fund                             | Special Revenue Funds                         | Special Revenue Funds   | Debt Service Funds                                    | Capital Projects Fund                | Internal Service Funds                          | Enterprise Funds                               |
| <b>100-General Fund</b><br>\$483,367,743 | 201-County Fair Fund<br>\$5,928,928           | <b>215-Road Fund</b><br>\$128,404,765                           | 320-Clackamas County Debt Service<br>\$9,463,300      | 420-Capital Projects<br>\$22,837,002 | <b>760-Self-Insurance Fund</b><br>\$57,104,362  | 601-Stone Creek Golf Course<br>\$5,950,182     |
|  | 204-County School Fund<br>\$642,821           | 218-Property Resources Fund<br>\$3,075,879                      | 321-Clackamas County Debt Service - GO<br>\$5,581,400 |                                      | 744-Facilities Management Fund<br>\$15,845,473  | 602-Clackamas Broadband Utility<br>\$2,771,091 |
|  | 205-Development Services Fund<br>\$19,070,750 | 223-Countywide Transportation SDC Fund<br>\$19,699,000          |   |                                      | 747-Technology Services Fund<br>\$20,306,798    | 605-911 Center Fund<br>\$14,158,669            |
|  | 206-Sheriff's Operating Levy<br>\$30,660,707  | 224-Public Land Cor Pres Fund<br>\$1,448,469                    |   |                                      | 761-Risk Management Claims Fund<br>\$17,219,768 |  |
|  | 207-Inmate Welfare Special Fund<br>\$230,500  | <b>230-Special Grants Fund</b><br>\$32,669,360                  |   |                                      | 770-Fleet Services Fund<br>\$7,890,841          |  |
|  | 208-Lottery Fund<br>\$10,015,136              | <b>240-Health Housing &amp; Human Services</b><br>\$237,056,100 |   |                                      |   |  |
|  | 209-CCSO Forfeitures<br>\$966,893             | <b>253-Clackamas Health Centers</b><br>\$72,428,776             |   |                                      |   |  |
|  | 211-Law Library Fund<br>\$558,549             | 255-Transient Lodging Tax Fund<br>\$12,800,790                  |   |                                      |   |  |
|  | 212-Library Network<br>\$19,975,168           | 257-Parks & Forestry Fund<br>\$8,604,495                        |   |                                      |   |  |

*Highlighted font indicates "Major Funds" for purposes of the FY23-24 Adopted Budget Book.*

The FY23-24 budget provides for 2,394.1 full-time equivalent positions (FTE). This is a decrease of 84.5 FTE from the FY22-23 Amended Budget as of July 2023.



The largest employers are:

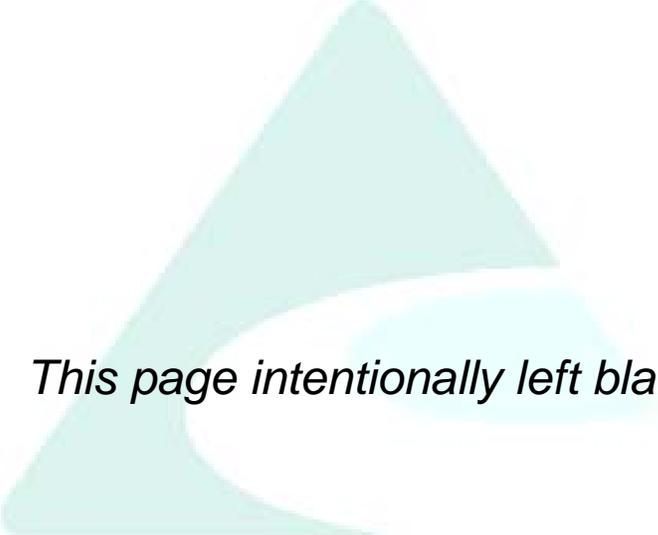
- Health, Housing, and Human Services with 728 positions (30.4%). Health, Housing, and Human Services had previously increased positions substantially beginning in FY20-21 due to COVID-19 primarily in the Health Centers and Public Health Programs. Many of these positions were reduced in FY23-24.
- Sheriff/Community Corrections with 590 positions (24.6%).
- Department of Transportation & Development with 342 positions (14.3%).

Included in the Non-Departmental & Pass-Through classification are 163 employees covered by payrolls processed by the General County for other County agencies. These are employees of Clackamas County but are paid for from separate agency budgets not included in this document.

| <b>Department</b>                                   | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Estimated</b> | <b>FY23-24<br/>Budget</b> | <b>% Change</b> |
|---|---------------------------|---------------------------|------------------------------|---------------------------|-----------------|
| Health, Housing & Human Services                    | 671.0                     | 726.4                     | 791.3                        | 727.6                     | 30.4%           |
| Sheriff / Community Corrections                     | 555.1                     | 557.0                     | 592.0                        | 590.0                     | 24.6%           |
| Transportation & Development                        | 297.7                     | 301.7                     | 301.7                        | 342.2                     | 14.3%           |
| Finance   | 97.7                      | 99.7                      | 101.7                        | 100.0                     | 4.2%            |
| District Attorney                                   | 82.7                      | 90.7                      | 91.7                         | 93.7                      | 3.9%            |
| Assessor  | 60.0                      | 61.0                      | 61.0                         | 61.0                      | 2.5%            |
| Emergency Communications                            | 53.8                      | 56.0                      | 57.0                         | 57.0                      | 2.4%            |
| Technology Services                                 | 56.0                      | 58.0                      | 57.0                         | 57.0                      | 2.4%            |
| Human Resources                                     | 43.0                      | 44.0                      | 50.0                         | 50.0                      | 2.1%            |
| Juvenile  | 47.0                      | 45.0                      | 41.0                         | 39.0                      | 1.6%            |
| Public & Government Affairs                         | 22.0                      | 24.5                      | 24.5                         | 22.0                      | 0.9%            |
| General County Administration                       | 19.8                      | 22.3                      | 21.8                         | 19.8                      | 0.8%            |
| Clerk   | 19.0                      | 19.0                      | 19.0                         | 19.0                      | 0.8%            |
| Disaster Management                                 | 11.8                      | 19.5                      | 19.7                         | 14.5                      | 0.6%            |
| County Counsel                                      | 12.8                      | 12.8                      | 12.8                         | 12.8                      | 0.5%            |
| Tourism & Cultural Affairs                          | 4.0                       | 7.5                       | 9.7                          | 9.7                       | 0.4%            |
| Treasurer   | 7.0                       | 7.0                       | 7.0                          | 7.0                       | 0.3%            |
| Justice Court                                       | 7.0                       | 7.0                       | 7.0                          | 7.0                       | 0.3%            |
| Law Library   | 2.4                       | 2.4                       | 2.4                          | 2.3                       | 0.1%            |
| Business & Community Services                       | 42.5                      | 43.5                      | 43.5                         | -                         | 0.0%            |
| Resolution Services                                 | 9.1                       | 6.8                       | 6.2                          | -                         | 0.0%            |
| Miscellaneous & Pass-Through                        | 150.3                     | 155.5                     | 160.5                        | 162.5                     | 6.8%            |
| <b>Total Budgeted Full-Time Equivalents (FTE's)</b> | <b>2,271.6</b>            | <b>2,367.4</b>            | <b>2,478.5</b>               | <b>2,394.1</b>            | <b>100%</b>     |

**Summary of Full-Time Equivalents (FTE's) by Department  
General Fund vs All Other Funds**

| <b>Department</b>                | <b>General Fund (100)</b> | <b>All Other Funds</b> | <b>FY23-24 Budget</b> |
|----------------------------------|---------------------------|------------------------|-----------------------|
| Health, Housing & Human Services | -                         | 727.6                  | 727.6                 |
| Sheriff / Community Corrections  | 498.0                     | 92.0                   | 590.0                 |
| Transportation & Development     | 58.4                      | 283.8                  | 342.2                 |
| Finance                          | 44.0                      | 56.0                   | 100.0                 |
| District Attorney                | 93.7                      | -                      | 93.7                  |
| Assessor                         | 61.0                      | -                      | 61.0                  |
| Emergency Communications         | -                         | 57.0                   | 57.0                  |
| Technology Services              | -                         | 57.0                   | 57.0                  |
| Human Resources                  | 28.0                      | 22.0                   | 50.0                  |
| Juvenile                         | 39.0                      | -                      | 39.0                  |
| Public & Government Affairs      | 22.0                      | -                      | 22.0                  |
| General County Administration    | 18.6                      | 1.2                    | 19.8                  |
| Clerk                            | 19.0                      | -                      | 19.0                  |
| Disaster Management              | 14.5                      | -                      | 14.5                  |
| County Counsel                   | 12.8                      | -                      | 12.8                  |
| Tourism & Cultural Affairs       | -                         | 9.7                    | 9.7                   |
| Treasurer                        | 7.0                       | -                      | 7.0                   |
| Justice Court                    | 7.0                       | -                      | 7.0                   |
| Law Library                      | -                         | 2.3                    | 2.3                   |
| Miscellaneous & Pass-Through     | 162.5                     | 0.0                    | 162.5                 |
| <b>Total Budgeted FTE's</b>      | <b>1,085.5</b>            | <b>1,308.6</b>         | <b>2,394.1</b>        |



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**CLACKAMAS**  
C O U N T Y

## FY23-24 FTE by Fund

| <b>Active Funds</b> |  | <b>Fund Name</b> | <b>FY20-21<br/>Actual FTE</b> | <b>FY21-22<br/>Actual FTE</b> | <b>FY22-23<br/>Projected FTE</b> | <b>FY23-24<br/>Adopted FTE</b> |
|---------------------|--|------------------|-------------------------------|-------------------------------|----------------------------------|--------------------------------|
| 100                 | General Fund                             |                  | 363.5                         | 1,092.7                       | 1,104.7                          | 1,084.9                        |
| 205                 | County Fair Fund                         |                  | 38.3                          | 52.3                          | 52.3                             | 49.3                           |
| 206                 | Sheriff's Operating Levy Fund            |                  | -                             | 63.0                          | 92.0                             | 92.0                           |
| 208                 | Lottery Fund                             |                  | 10.7                          | 11.7                          | 11.7                             | 9.5                            |
| 211                 | Law Library Fund                         |                  | 2.4                           | 2.4                           | 2.4                              | 2.3                            |
| 212                 | Library Network                          |                  | 22.0                          | 22.0                          | 23.0                             | 22.0                           |
| 215                 | Road Fund                                |                  | 163.4                         | 162.5                         | 160.5                            | 164.5                          |
| 218                 | Property Resources Fund                  |                  | 1.2                           | 1.0                           | 1.0                              | 1.0                            |
| 224                 | Public Land Cor Pres Fund                |                  | 4.0                           | 5.5                           | 5.5                              | 5.5                            |
| 230                 | Special Grants Fund                      |                  | -                             | 4.5                           | 4.5                              | 2.8                            |
| 240                 | Health Housing & Human Services Fund     |                  | 9.0                           | 471.4                         | 521.2                            | 454.1                          |
| 253                 | Clackamas Health Centers Fund            |                  | 247.3                         | 255.0                         | 270.1                            | 273.5                          |
| 255                 | Transient Lodging Tax Fund               |                  | 4.0                           | 7.5                           | 9.7                              | 9.7                            |
| 257                 | Parks & Forestry Fund                    |                  | 2.9                           | 8.8                           | 9.8                              | 10.0                           |
| 602                 | Clackamas Broadband Utility Fund         |                  | 5.0                           | 6.0                           | 6.0                              | 6.0                            |
| 605                 | 911 Center Fund                          |                  | -                             | 56.0                          | 57.0                             | 57.0                           |
| 744                 | Facilities Management Fund               |                  | 51.0                          | 52.0                          | 52.0                             | 55.0                           |
| 747                 | Technology Service Fund                  |                  | 45.0                          | 52.0                          | 51.0                             | 51.0                           |
| 760                 | Self-Insurance Fund                      |                  | 11.3                          | 11.3                          | 14.3                             | 14.3                           |
| 761                 | Casualty Fund                            |                  | 8.8                           | 7.8                           | 7.8                              | 7.8                            |
| 770                 | Fleet Services Fund                      |                  | 22.0                          | 22.0                          | 22.0                             | 22.0                           |
| Subtotal            |  |                  | 1,011.6                       | 2,367.4                       | 2,478.5                          | 2,394.1                        |
| <b>Closed Funds</b> |  | <b>Fund Name</b> |                               |                               |                                  |                                |
| 207                 | Resolution Services Fund                 |                  | 9.1                           | -                             | -                                | -                              |
| 209                 | Disaster Management Fund                 |                  | 11.8                          | -                             | -                                | -                              |
| 213                 | Parks Fund                               |                  | 5.7                           | -                             | -                                | -                              |
| 214                 | Planning Fund                            |                  | 20.2                          | -                             | -                                | -                              |
| 216                 | Sheriff's Fund                           |                  | 457.0                         | -                             | -                                | -                              |
| 217                 | Code Enforcement, RCSW & SOWP Fund       |                  | 23.9                          | -                             | -                                | -                              |
| 219                 | Community Corrections Fund               |                  | 98.1                          | -                             | -                                | -                              |
| 220                 | District Attorney's Fund                 |                  | 82.7                          | -                             | -                                | -                              |
| 221                 | Justice Court Fund                       |                  | 7.0                           | -                             | -                                | -                              |
| 241                 | Behavioral Health Fund                   |                  | 80.5                          | -                             | -                                | -                              |
| 242                 | Social Services Fund                     |                  | 148.9                         | -                             | -                                | -                              |
| 244                 | Community Development Fund               |                  | 10.6                          | -                             | -                                | -                              |
| 246                 | Children, Family & Community Connections |                  | 31.6                          | -                             | -                                | -                              |
| 247                 | Dog Services Fund                        |                  | 18.0                          | -                             | -                                | -                              |
| 252                 | Public Health Fund                       |                  | 143.1                         | -                             | -                                | -                              |
| 260                 | Juvenile Fund                            |                  | 47.0                          | -                             | -                                | -                              |
| 742                 | Records Management Fund                  |                  | 5.0                           | -                             | -                                | -                              |
| 746                 | Telecommunications Svcs Fund             |                  | 6.0                           | -                             | -                                | -                              |
| 748                 | Central Dispatch Fund                    |                  | 53.8                          | -                             | -                                | -                              |
| Subtotal            |  |                  | 1,260.0                       |                               |                                  |                                |
| <b>Total</b>        |  |                  | <b>2,271.6</b>                | <b>2,367.4</b>                | <b>2,478.5</b>                   | <b>2,394.1</b>                 |

\* The Chart of Accounts update merged and/or closed some funds, affecting FTE historical actuals.

**General Fund (100) - Resources by Department and Category FY23-24 Budget**

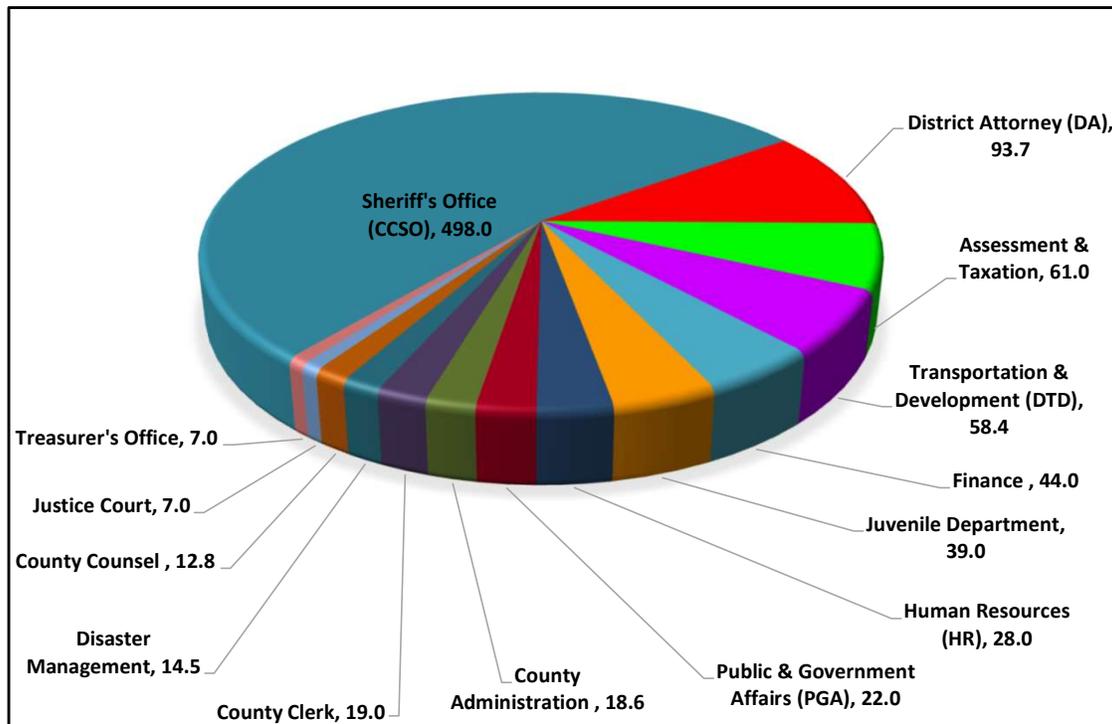
| <b>Department</b>                  | <b>Beginning Fund Balance</b> | <b>Taxes</b>       | <b>Federal, State, Local, All Other Gifts &amp; Donations</b> | <b>Charges, Fees, License, Permits, Fines, Assessments</b> | <b>Revenue from Bonds &amp; Other Debts</b> | <b>All Other Revenue Resources</b> | <b>Other Interfund Transfers</b> | <b>General Fund Support</b> | <b>Total</b>       |
|------------------------------------|-------------------------------|--------------------|---|--|---|------------------------------------|----------------------------------|-----------------------------|--------------------|
| Assessment & Taxation              |                               |                    | 1,250,001   |  |   | 240,000                            |                                  | 8,679,708                   | 10,169,709         |
| County Administration              | -                             |                    | -   | 757,646  |   | 10,000                             | -                                | 3,922,530                   | 4,690,176          |
| County Clerk                       | 689,418                       |                    | -   | 3,426,913  |   | 350,000                            |                                  | -                           | 4,466,331          |
| County Counsel                     | 26,000                        |                    | -   | 1,383,999  |   | -                                  |                                  | 1,953,416                   | 3,363,415          |
| Disaster Management                | 573,844                       |                    | 727,843   | -  |   | -                                  | -                                | 3,045,048                   | 4,346,735          |
| District Attorney (DA)             | 300,376                       |                    | 3,038,419   | 475,533  |   | -                                  | -                                | 14,789,791                  | 18,604,119         |
| Finance                            | 230,000                       |                    | -   | 4,348,101  | 30,000                                      | 300,000                            | -                                | 2,847,729                   | 7,755,830          |
| Human Resources (HR)               | 100,000                       |                    | -   | 4,054,672  |   | 327,878                            |                                  | 1,288,584                   | 5,771,134          |
| Justice Court                      | 485,859                       |                    | -   | 3,016,800  |   | 250,000                            |                                  |                             | 3,752,659          |
| Juvenile Department                | -                             |                    | 1,977,565   | 2,494  |   | -                                  | 198,535                          | 8,832,754                   | 11,011,348         |
| Misc/Pass-Through                  | 393,868                       |                    | 177,565   | 4,561,505  |   | 25,917,945                         |                                  |                             | 31,050,883         |
| Non Departmental                   | 77,530,649                    | 155,936,480        | 5,156,000   | 13,000   | -   | 2,933,865                          | -                                |                             | 241,569,994        |
| Public & Government Affairs (PGA)  | 70,000                        |                    | -   | 1,299,289  |   | 2,764,687                          |                                  | 604,551                     | 4,738,527          |
| Sheriff's Office (CCSO)            | 1,718,378                     |                    | 12,966,385  | 18,065,187   | 4,000                                       | 6,832,188                          | 27,552                           | 74,629,146                  | 114,242,836        |
| Transportation & Development (DTD) | 4,508,539                     |                    | 1,040,357   | 3,932,981  | -   | 2,226,421                          | -                                | 4,601,794                   | 16,310,092         |
| Treasurer's Office                 |                               |                    | -   | 523,697  |   | -                                  |                                  | 1,000,259                   | 1,523,956          |
| <b>Grand Total</b>                 | <b>86,626,931</b>             | <b>155,936,480</b> | <b>26,334,135</b>   | <b>45,861,817</b>  | <b>34,000</b>                               | <b>42,152,984</b>                  | <b>226,087</b>                   | <b>126,195,310</b>          | <b>483,367,744</b> |

**General Fund (100) - Requirements by Department and Category FY23-24 Budget**

| <b>Department</b>                  | <b>Personnel Services</b> | <b>Materials and Services</b> | <b>Capital Outlay</b> | <b>Special Payments</b> | <b>Transfers</b>   | <b>Reserve for Future Expenditures</b> | <b>Contingency</b> | <b>Unappropriated Ending Fund Balance</b> | <b>Total</b>       |
|------------------------------------|---------------------------|-------------------------------|-----------------------|-------------------------|--------------------|--|--------------------|---|--------------------|
| Assessment & Taxation              | 7,341,892                 | 2,827,817                     | -                     |                         |                    |  |                    |   | 10,169,708         |
| County Administration              | 3,679,125                 | 895,306                       | -                     | 115,744                 |                    |  |                    |   | 4,690,175          |
| County Clerk                       | 2,341,968                 | 1,276,361                     | 600,000               | 248,000                 |                    |  |                    | -   | 4,466,329          |
| County Counsel                     | 3,142,223                 | 195,192                       | 26,000                |                         |                    |  |                    | -   | 3,363,415          |
| Disaster Management                | 2,541,398                 | 1,081,492                     | -                     | 723,844                 |                    |  |                    | -   | 4,346,735          |
| District Attorney (DA)             | 15,615,890                | 2,507,729                     |                       | 480,500                 | -                  |  |                    | -   | 18,604,119         |
| Finance                            | 6,550,117                 | 1,205,713                     | -                     |                         |                    |  |                    | -   | 7,755,830          |
| Human Resources (HR)               | 4,965,364                 | 805,770                       |                       |                         |                    |  |                    | -   | 5,771,134          |
| Justice Court                      | 940,092                   | 1,039,618                     |                       | 1,200,000               |                    |  |                    | 572,950                                   | 3,752,660          |
| Juvenile Department                | 6,260,455                 | 4,702,043                     |                       | 48,850                  | -                  |  |                    | -   | 11,011,348         |
| Misc/Pass-Through                  | 25,917,945                | -                             |                       | 5,132,938               |                    |  |                    | -   | 31,050,883         |
| Non Departmental                   | -                         | 808,515                       | 250,000               | 1,586,173               | 156,643,575        | 27,000,000                             | 26,586,174         | 28,695,558                                | 241,569,995        |
| Public & Government Affairs (PGA)  | 4,120,616                 | 606,911                       | -                     | 11,000                  |                    |  |                    | -   | 4,738,527          |
| Sheriff's Office (CCSO)            | 85,567,541                | 26,278,762                    | 2,007,290             | 202,920                 | 186,322            |  |                    | -   | 114,242,835        |
| Transportation & Development (DTD) | 8,619,760                 | 4,360,866                     | 66,830                | -                       | 76,000             | 2,117,799                              | 1,068,839          | -   | 16,310,094         |
| Treasurer's Office                 | 1,228,123                 | 295,833                       |                       |                         |                    |  |                    |   | 1,523,956          |
| <b>Grand Total</b>                 | <b>178,832,509</b>        | <b>48,887,928</b>             | <b>2,950,120</b>      | <b>9,749,969</b>        | <b>156,905,897</b> | <b>29,117,799</b>                      | <b>27,655,013</b>  | <b>29,268,508</b>                         | <b>483,367,743</b> |

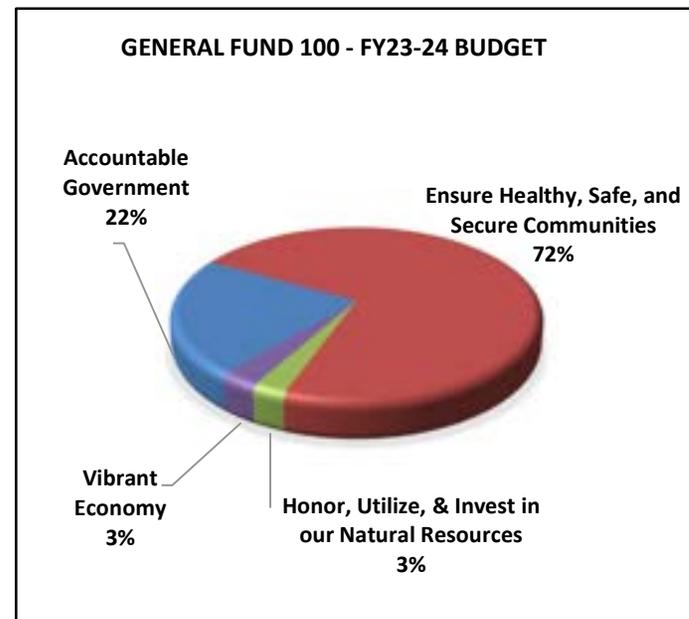
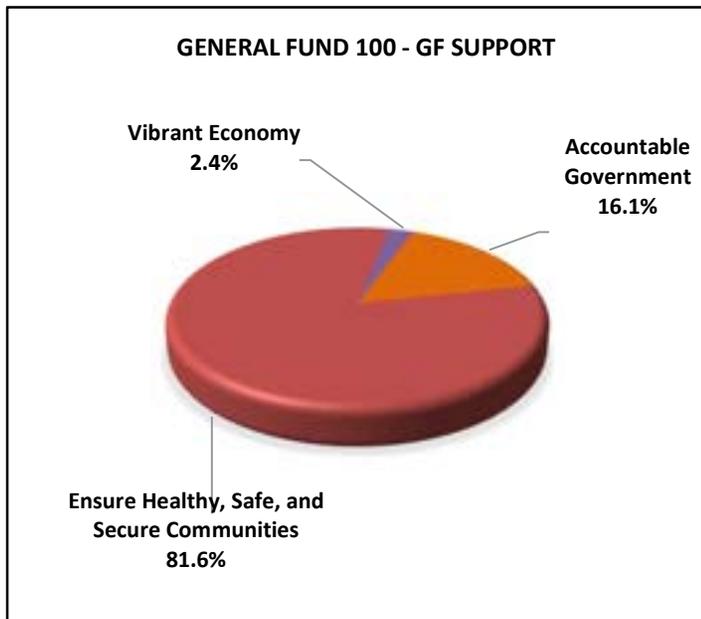
### General Fund FY23-24 Budget FTE By Department

| Department                         | FY22-23 Estimated FTE | FY23-24 Budget FTE | Change        |
|------------------------------------|-----------------------|--------------------|---------------|
| Sheriff's Office (CCSO)            | 500.0                 | 498.0              | (2.0)         |
| District Attorney (DA)             | 91.7                  | 93.7               | 2.0           |
| Assessment & Taxation              | 61.0                  | 61.0               | 0.0           |
| Transportation & Development (DTD) | 58.4                  | 58.4               | 0.0           |
| Finance                            | 49.7                  | 44.0               | (5.7)         |
| Juvenile Department                | 41.0                  | 39.0               | (2.0)         |
| Human Resources (HR)               | 26.0                  | 28.0               | 2.0           |
| Public & Government Affairs (PGA)  | 24.5                  | 22.0               | (2.5)         |
| County Administration              | 21.8                  | 18.6               | (3.2)         |
| County Clerk                       | 19.0                  | 19.0               | 0.0           |
| Disaster Management                | 16.0                  | 14.5               | (1.5)         |
| County Counsel                     | 12.8                  | 12.8               | 0.0           |
| Justice Court                      | 7.0                   | 7.0                | 0.0           |
| Treasurer's Office                 | 7.0                   | 7.0                | 0.0           |
| Resolution Services                | 6.2                   | 0.0                | (6.2)         |
| Miscellaneous & Pass-Through       | 160.5                 | 162.5              | 2.0           |
| <b>Total</b>                       | <b>1,102.5</b>        | <b>1,085.5</b>     | <b>(19.0)</b> |



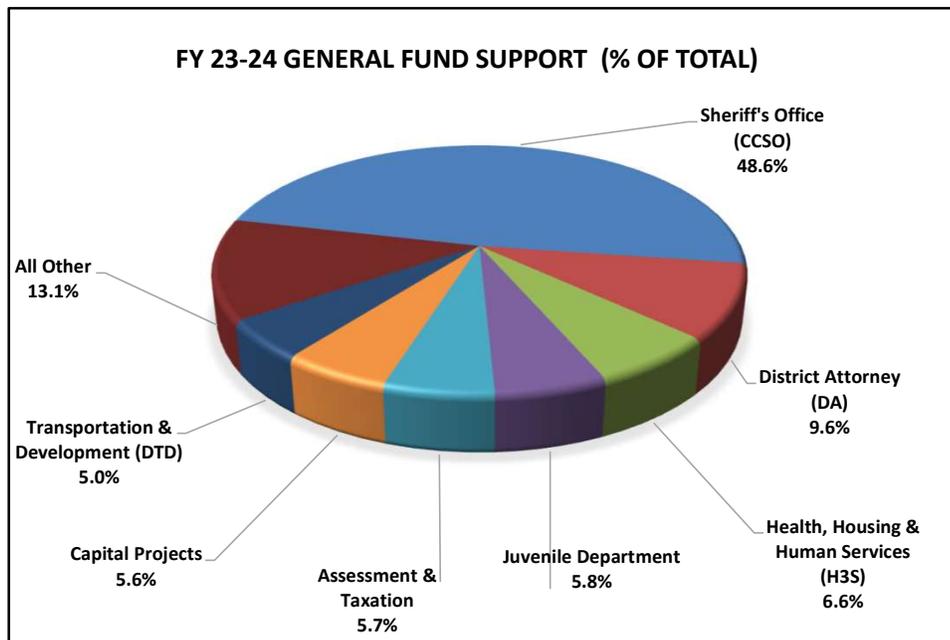
### General Fund (100) Departments - FY23-24 Budget by Priority

| BCC Priority                                      | FY23-24<br>GF Support | FY23-24<br>Budget  | GF Support<br>% of Budget |
|---|-----------------------|--------------------|---------------------------|
| Accountable Government                            | 20,296,777            | 47,612,016         | 42.6%                     |
| Ensure Healthy, Safe, and Secure Communities      | 102,924,167           | 156,306,111        | 65.8%                     |
| Honor, Utilize, & Invest in our Natural Resources |                       | 5,671,348          | 0.0%                      |
| Vibrant Economy                                   | 2,974,366             | 6,290,330          | 47.3%                     |
| <b>Total Operating</b>                            | <b>126,195,310</b>    | <b>215,879,805</b> | <b>58.5%</b>              |
| <b>Not Applicable - Non Operating</b>             | <b>-</b>              | <b>267,487,939</b> | <b>0.0%</b>               |
| <b>Total</b>                                      | <b>126,195,310</b>    | <b>483,367,744</b> | <b>26.1%</b>              |



### FY23-24 Budgeted General Fund Support By Department

| Department                             | FY23-24 Budget       | FY23-24 GF Support | GF Support % of Dept Budget | % of Total GF Support (chart below) |
|--|----------------------|--------------------|-----------------------------|-------------------------------------|
| Sheriff's Office (CCSO)                | 146,100,936          | 74,629,146         | 51.1%                       | <b>48.6%</b>                        |
| District Attorney (DA)                 | 18,604,119           | 14,789,791         | 79.5%                       | <b>9.6%</b>                         |
| Health, Housing & Human Services (H3S) | 309,674,876          | 10,128,617         | 3.3%                        | <b>6.6%</b>                         |
| Juvenile Department                    | 11,011,348           | 8,832,754          | 80.2%                       | <b>5.8%</b>                         |
| Assessment & Taxation                  | 10,169,709           | 8,679,708          | 85.3%                       | <b>5.7%</b>                         |
| Capital Projects                       | 22,837,002           | 8,645,606          | 37.9%                       | <b>5.6%</b>                         |
| Transportation & Development (DTD)     | 236,726,567          | 7,728,483          | 3.3%                        | <b>5.0%</b>                         |
| Debt Services - Non D                  | 256,621,815          | 5,062,980          | 2.0%                        | <b>3.3%</b>                         |
| County Administration                  | 20,548,173           | 3,922,530          | 19.1%                       | <b>2.6%</b>                         |
| Disaster Management                    | 4,346,735            | 3,045,048          | 70.1%                       | <b>2.0%</b>                         |
| Finance                                | 7,992,174            | 2,847,729          | 35.6%                       | <b>1.9%</b>                         |
| County Counsel                         | 3,363,415            | 1,953,416          | 58.1%                       | <b>1.3%</b>                         |
| Human Resources (HR)                   | 80,095,264           | 1,288,584          | 1.6%                        | <b>0.8%</b>                         |
| Treasurer's Office                     | 1,523,956            | 1,000,259          | 65.6%                       | <b>0.7%</b>                         |
| Public & Government Affairs (PGA)      | 4,738,527            | 604,551            | 12.8%                       | <b>0.4%</b>                         |
| Clackamas 911 (CCOM)                   | 14,158,669           | 209,014            | 1.5%                        | <b>0.1%</b>                         |
| Facilities                             | 15,845,474           | 99,545             | 0.6%                        | <b>0.1%</b>                         |
| County Clerk                           | 4,466,331            | -                  | 0.0%                        | <b>0.0%</b>                         |
| Justice Court                          | 3,752,659            | -                  | 0.0%                        | <b>0.0%</b>                         |
| Law Library                            | 558,549              | -                  | 0.0%                        | <b>0.0%</b>                         |
| Misc/Pass-Through                      | 63,453,709           | -                  | 0.0%                        | <b>0.0%</b>                         |
| Technology Services (TS)               | 30,143,711           | -                  | 0.0%                        | <b>0.0%</b>                         |
| <b>Total</b>                           | <b>1,266,733,718</b> | <b>153,467,761</b> | <b>12.1%</b>                | <b>100.0%</b>                       |



Clackamas County’s budget is adopted by fund. There are both federal and state requirements for local governments to budget by fund as a means of maintaining records for resources that are designated to carry out specific activities or meet particular objectives. Oregon Administrative Rules define a fund as, “a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives” (OAR 150-294.352).

This section contains financial and narrative summaries for each of the County’s budgeted funds. Resources and requirements are summarized by category. Operating revenues are compared with operating expenditures and changes in each are graphed. In the narrative discussion, significant revenue and expenditure items are highlighted and issues and changes in the current budget are explained. Funds are grouped in this section by type. The following is a brief explanation of the purpose of each fund type.

**General Fund** – The General Fund is used to record transactions relating to activities for which specific types of funds are not required. It is the general operating fund for local governments.

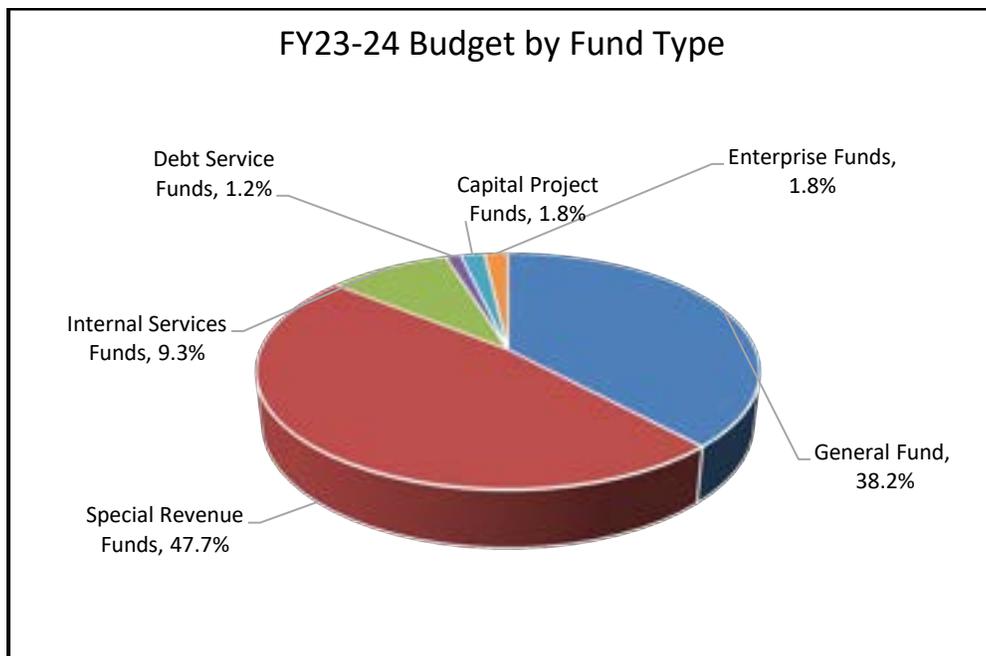
**Special Revenue Funds** – This type of fund accounts for specific revenue sources that are restricted to expenditures for designated purposes.

**Internal Services Funds** – An Internal Service Fund is used to account for services furnished by one County department to other departments within the County.

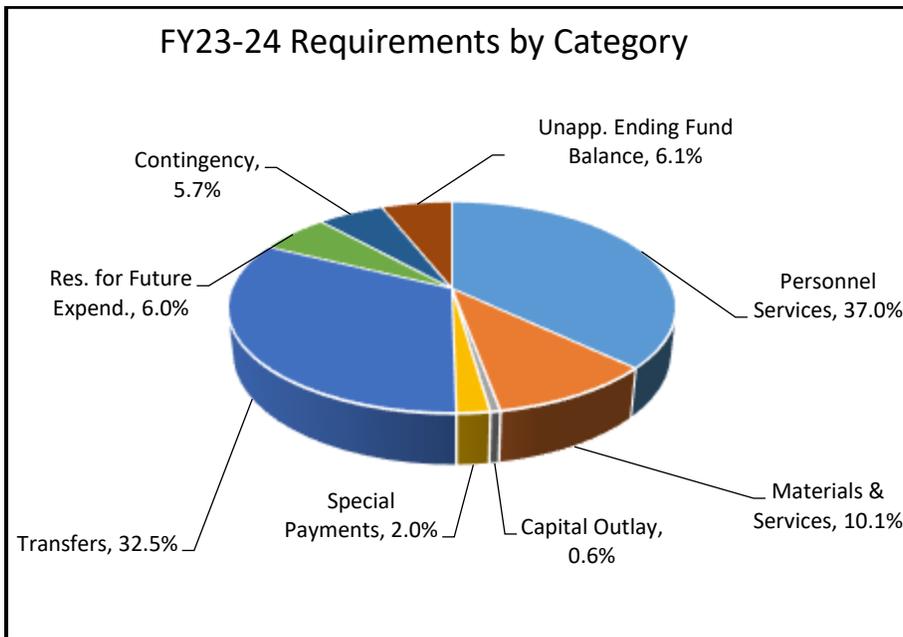
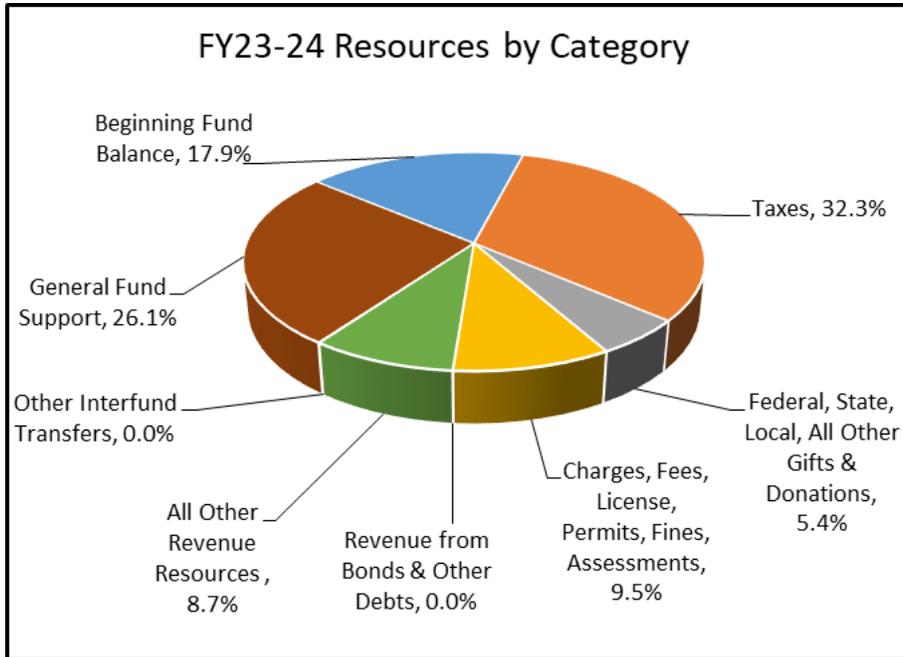
**Debt Service Funds** – Principal and interest payments on general obligation long-term debt are recorded in a Debt Service Fund. Resources cannot be diverted or used for any other purpose.

**Capital Project Funds** – A Capital Project fund accounts for the receipt and disbursement of money used to finance the building or acquisition of capital facilities. These activities are non-recurring, major expenditures.

**Enterprise Funds** – This type of fund is used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product.



# General Fund



**Summary of Resources and Requirements**

**General Fund (100) Budget Summary**

|  | <b>FY20-21<br/>Actuals</b> | <b>FY21-22<br/>Actuals</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected</b> | <b>FY23-24<br/>Budget</b> | <b>\$ Change</b>    | <b>% Change</b> |
|--|----------------------------|----------------------------|----------------------------|------------------------------|---------------------------|---------------------|-----------------|
| <b>Resources by Category</b>           |                            |                            |                            |                              |                           |                     |                 |
| Beginning Fund Balance                 | 73,614,430                 | 84,648,811                 | 77,878,346                 | 84,545,213                   | 86,626,931                | 8,748,585           | 11.2%           |
| <b>Current Revenues</b>                |                            |                            |                            |                              |                           |                     |                 |
| Taxes                                  | 140,368,670                | 144,681,203                | 150,947,359                | 150,140,000                  | 155,936,480               | 4,989,121           | 3.3%            |
| Federal, State, Local, Other Donations | 29,571,124                 | 23,907,851                 | 24,611,668                 | 25,973,242                   | 26,334,135                | 1,722,467           | 7.0%            |
| Charges/Fees/License/Permits/Fines     | 39,505,454                 | 40,409,817                 | 43,168,634                 | 41,850,266                   | 45,861,817                | 2,693,183           | 6.2%            |
| Revenue from Bonds & Other Debts       | 2,468,671                  | 80,160                     | 16,000                     | 78,000                       | 34,000                    | 18,000              | 112.5%          |
| All Other Revenue Resources            | 33,731,645                 | 33,672,167                 | 39,749,161                 | 35,977,646                   | 42,152,984                | 2,403,823           | 6.0%            |
| Interfund Transfers                    | 98,264,342                 | 164,686                    | 649,703                    | 383,387                      | 226,087                   | (423,616)           | -65.2%          |
| General Fund Support *                 | -                          | 116,188,362                | 130,086,763                | 126,345,178                  | 126,195,310               | (3,891,453)         | -3.0%           |
| <b>Subtotal Current Revenues</b>       | <b>343,909,906</b>         | <b>359,104,246</b>         | <b>389,229,288</b>         | <b>380,747,719</b>           | <b>396,740,813</b>        | <b>7,511,525</b>    | <b>1.9%</b>     |
| <b>Total Resources</b>                 | <b>417,524,336</b>         | <b>443,753,057</b>         | <b>467,107,634</b>         | <b>465,292,932</b>           | <b>483,367,744</b>        | <b>16,260,110</b>   | <b>3.5%</b>     |
| <b>Requirements by Category</b>        |                            |                            |                            |                              |                           |                     |                 |
| Personnel Services                     | 154,848,943                | 156,903,446                | 179,050,355                | 164,927,389                  | 178,832,509               | (217,846)           | -0.1%           |
| Materials & Services                   | 50,323,421                 | 48,867,671                 | 56,467,320                 | 52,811,109                   | 48,887,928                | (7,579,392)         | -13.4%          |
| Capital Outlay                         | 2,387,636                  | 2,093,751                  | 4,081,683                  | 3,489,322                    | 2,950,120                 | (1,131,563)         | -27.7%          |
| General Fund Support *                 | -                          | 116,188,362                | 130,086,763                | 126,345,178                  | 126,195,310               | (3,891,453)         | -3.0%           |
| <b>Subtotal Current Expenditures</b>   | <b>207,560,000</b>         | <b>324,053,229</b>         | <b>369,686,121</b>         | <b>347,572,999</b>           | <b>356,865,867</b>        | <b>(12,820,254)</b> | <b>-3.5%</b>    |
| Debt Service                           | 495,217                    | -                          | -                          | -                            | -                         | -                   | -               |
| Special Payments                       | 10,930,800                 | 11,805,946                 | 8,072,561                  | 7,379,018                    | 9,749,969                 | 1,677,408           | 20.8%           |
| Interfund Transfer                     | 113,889,012                | 23,376,605                 | 26,843,083                 | 23,037,373                   | 30,710,587                | 3,867,504           | 14.4%           |
| Contingency                            | -                          | -                          | 21,443,017                 | -                            | 27,655,013                | 6,211,996           | 29.0%           |
| <b>Appropriated Expenditures</b>       | <b>332,875,028</b>         | <b>359,235,781</b>         | <b>426,044,782</b>         | <b>377,989,390</b>           | <b>424,981,436</b>        | <b>(1,063,346)</b>  | <b>-0.2%</b>    |
| Reserve for Future Expenditures        | -                          | -                          | 26,085,146                 | -                            | 29,117,799                | 3,032,653           | 11.6%           |
| Year End Projected Balance**           | -                          | -                          | -                          | 87,303,543                   | -                         | -                   | -               |
| Unappropriated Ending Fund Balance     | -                          | -                          | 14,977,708                 | -                            | 29,268,508                | 14,290,800          | 95.4%           |
| <b>Total Requirements</b>              | <b>332,875,028</b>         | <b>359,235,781</b>         | <b>467,107,636</b>         | <b>465,292,933</b>           | <b>483,367,743</b>        | <b>16,260,107</b>   | <b>3.5%</b>     |

\*General Fund Support reflects the receipt and distribution of tax dollars to the operating departments which results in the duplication of revenue and expenses.

\*\*Newly created Funds 207 & 209 are reflected as an adjustment out of Fund 100 in FY22-23 Amended and FY23-24 Budget. These adjustments are not reflected in FY22-23 Projections.



Description of Fund

The General Fund is the main operating fund of Clackamas County, and it accounts for the activities of elected officials and departments primarily funded with tax dollars. Elected officials include County Commissioners, Assessment and taxation, Clerk, District Attorney, Justice of the Peace (Justice Court), Sheriff, and the Treasurer.

Revenue Summary

The Beginning Fund Balance is budgeted at \$86.6 million for FY23-24. This is \$8.7 million more than the FY22-23 Amended Budget, with \$2.1 million due to the year-end move of fund balance from the GF departments into Non-Departmental. The 2016 general obligation bond proceeds for the purchase of emergency radio equipment were budgeted to be fully expensed in FY22-23 and therefore do not impact FY23-24 fund balances.

Revenues not designated for special purposes are recorded in the General Fund.

- Property Tax receipts are budgeted in Non-Departmental and subsequently transferred to other funds/departments. For FY23-24, property tax revenue (current and delinquent) is budgeted at \$155.9 million, an increase of \$5.0 million over the previous year's budget. Property tax growth has remained strong since the COVID-19 pandemic, exceeding the previous year's budget.
- Federal, State, and Local Operating Grants are budgeted at \$21.7 million. This represents an increase from the prior year's budget of \$1.3 million. Some Federal Revenue has been slightly unpredictable over the past few years due to annual changes in timber legislation and the Secure Rural Schools and Community Self-Determination Act not being extended after 2000, and reverting to prior legislation.

State Shared Revenues are \$4.7 million; including Cigarette Tax of \$240K, Liquor Tax of \$2.9 million, Payment in Lieu of Taxes (PILOT) of \$660K, Public Education and Government revenue of \$177K, and other State Shared Revenue of \$482K make up this category.

- Charges for Services are revenue for services rendered. The total budget for this category in FY23-24 is \$45.9 million. Internal charges include administration, legal, accounting, personnel, and purchasing services among others, and are budgeted at \$2.9 million. Charges for Services to Other Governments are budgeted at \$11.9 million. Another significant revenue in this category is recording fees which are estimated to total \$2.8 million in the Clerk's Office.

Licenses and Permits are budgeted at \$1.6 million for FY23-24. Dog licenses make up approximately half of the budget in this category.

Fines and Penalties are budgeted at \$2.8 million for FY23-24, representing a slight increase of \$0.1 million from the prior year's budget. Fines collected from the Justice Court make up the year-over-year increase in this category.

- Revenue from Bonds and Other Debts are budgeted to increase by \$18K in FY23-24 to \$34 thousand due to projected increase in Auction Proceeds.
- All Other Revenue Resources are budgeted to increase by \$2.4 million in FY23-24 to \$42.2 million. This category includes salary reimbursements from other County agencies of \$33.9 million and \$3.7 million in Franchise Fees.
- General Fund Support Transfer Revenues are budgeted at \$126.2 million in FY23-24. This represents a decrease of \$3.9 million from FY22-23. The largest department decreases in FY23-24 are from the County

Administrator at \$1.3 million, the Juvenile department at \$1.0 million and the Disaster Management department at \$0.1 million.

### **Expenditure Summary**

Personnel Services expenditures account for \$178.8 million in FY23-24, a decrease of \$2 million from the prior fiscal year. The annual increase includes a 4.5% COLA wage adjustment. Additionally, included in personnel is \$33.9 million of reimbursed payroll costs from other agencies: Water Environment Services, North Clackamas Parks and Recreation District, and Clackamas County Development Agency.

The Materials and Services (M&S) category encompasses a wide variety of items totaling \$48.9 million, representing a decrease of \$7.6 million. Items classified as materials and services include office rental, postage, printing, supplies, election costs, professional services, and communications costs. M&S also includes allocated costs for technology services, facilities maintenance, records management, and financial services. Allocated costs total \$12.7 million for FY23-24, which represents a decrease of \$4.3 million. The decrease in M&S is partially offset by a \$782K increase in Indirect Costs primarily due to a change in the distribution of the Sheriff's administrative support costs to its operating programs.

The Capital Outlay budget is \$3.0 million in FY23-24 compared to a prior year's budget of \$4.1 million. This is an allowance for items such as computer software/hardware, vehicles, and building improvements. The Sheriff's Office makes up a majority of this category expense with a vehicle cost of \$1.4 million.

Special Payments is a category that includes contributions made by Clackamas County to other governments and agencies to support programs that benefit county residents. The overall Special Payments category has increased by \$1.7 million up to \$9.8 million in FY23-24. Other large expenditures in this category include Clackamas County water meters, fire patrols, predation control, and a variety of small grants, as well as \$1.6 million from Opioid settlement.

The Transfer category includes intrafund transfers (from Non-Departmental to other General Fund departments), and interfund transfers (from Non-Departmental to other funds). These transfers are subsidies from the County's property tax and state-shared revenues to the departments that require General Fund Support. In FY23-24, intrafund transfers total \$124.2 million, and interfund transfers total \$32.8 million. Among the larger recipients in the General Fund are the Sheriff's Office (\$74.6 million), the District Attorney (\$14.8 million), and the Juvenile Department (\$8.8 million).

In FY23-24, Contingency dollars, which are available for unforeseen expenses in the current year, have increased by \$6.2 million to \$27.7 million. As the need arises throughout the year, the Board may transfer budget authority from Contingency to another operating category in the General Fund or other fund.

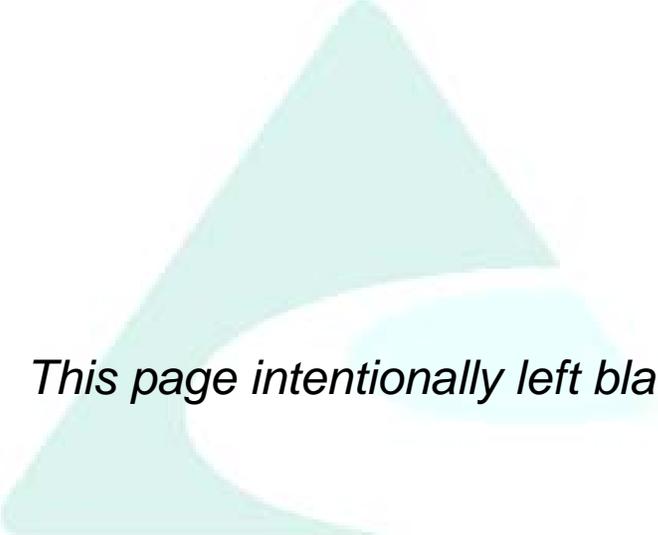
Reserves, which are funds available for future expenses, have increased by \$3 million to \$29.2 million in FY23-24. Reserves may not be used in the current fiscal year, rather they must be programmed into a spendable budget category in future years.

A non-budgeted balance of \$ 29.3 million is reported in Unappropriated Ending Fund Balance. This category is intended to provide working capital to finance activities between July 1 and the time when property tax and other general revenue become available to meet the cash flow needs of the fund.

### **Significant Issues & Changes**

Inflation has impacted all expense categories from personnel costs, materials and services, capital outlay, and construction costs. If inflation continues to increase it could mean budget shortfalls in these areas or further pulling back on projects.

Property tax revenue, by far the largest source of non-restricted revenue in the County is accounted for in the General Fund. After several years of steady growth following the 2008 recession and through COVID-19, collection rates have remained relatively stable. The housing market may be cooling after several years of double-digit price appreciation.



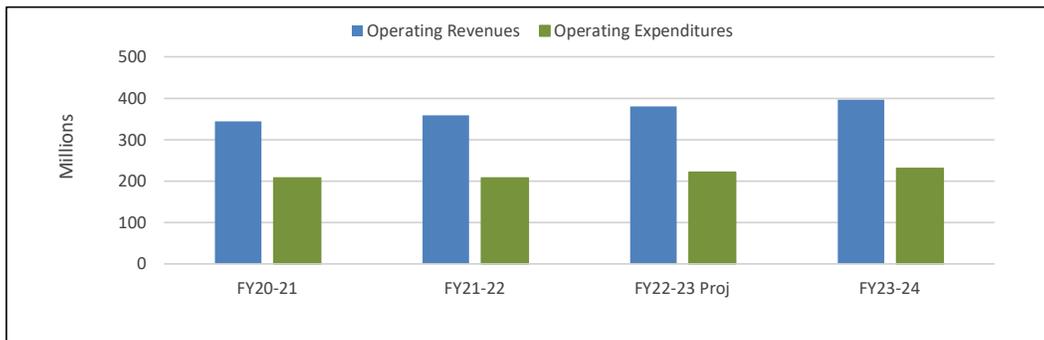
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**CLACKAMAS**  
C O U N T Y



**General Fund (100)**

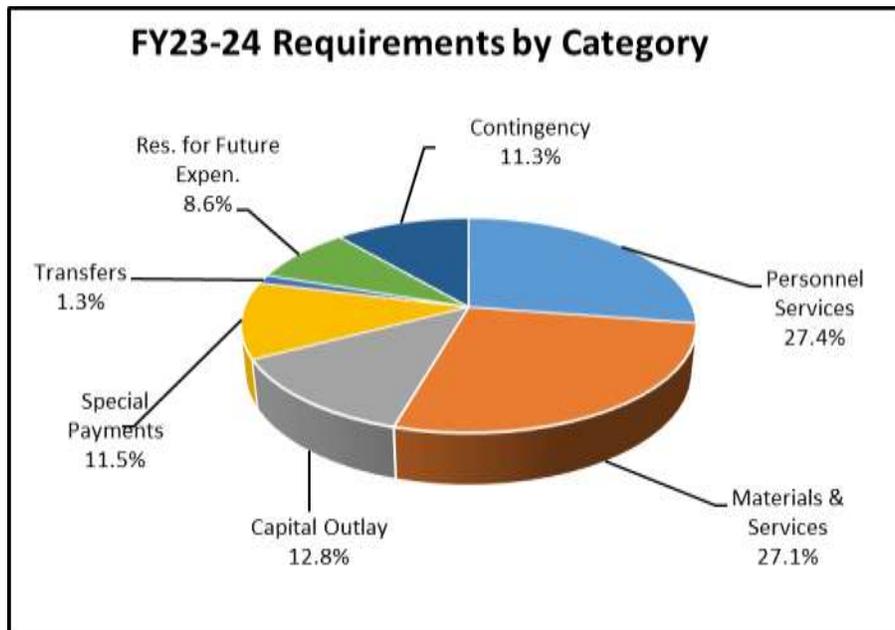
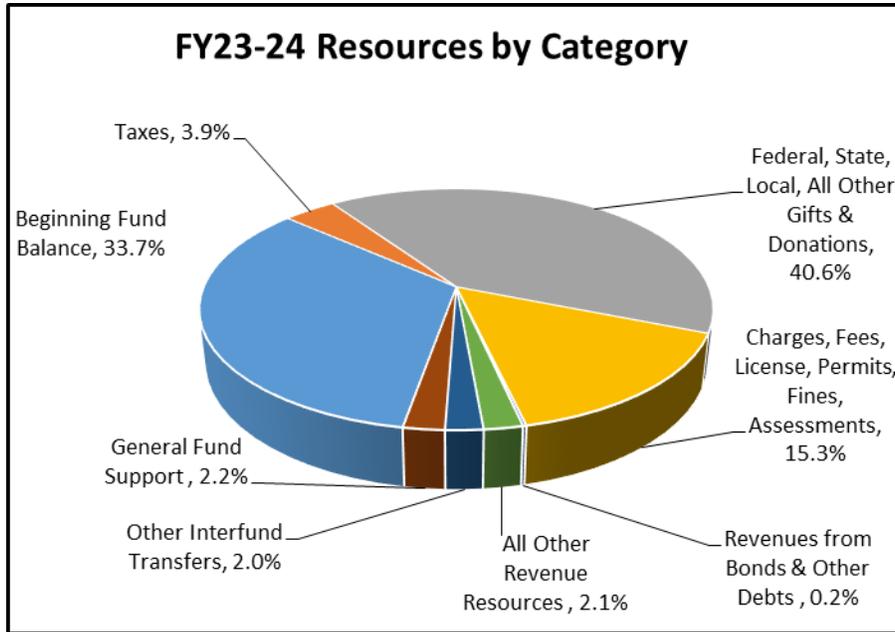
| <i>Resources and Requirements by Fund</i>           | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|---|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Resources by Category</b>                        |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                              | 73,614,430                | 84,648,811                | 77,878,346                 | 84,545,213                      | 86,626,931                 |
| <b>Current Revenues</b>                             |                           |                           |                            |                                 |                            |
| Taxes   | 140,368,670               | 144,681,203               | 150,947,359                | 150,140,000                     | 155,936,480                |
| Federal, State, Local, All Other Gifts & Donations  | 29,571,124                | 23,907,851                | 24,611,668                 | 25,973,242                      | 26,334,135                 |
| Charges, Fees, License, Permits, Fines, Assessments | 39,505,454                | 40,409,817                | 43,168,634                 | 41,850,266                      | 45,861,817                 |
| Revenue from Bonds & Other Debts                    | 2,468,671                 | 80,160                    | 16,000                     | 78,000                          | 34,000                     |
| All Other Revenue Resources                         | 33,731,645                | 33,672,167                | 39,749,161                 | 35,977,646                      | 42,152,984                 |
| Other Interfund Transfers                           | 98,264,342                | 164,686                   | 649,703                    | 383,387                         | 226,087                    |
| General Fund Support                                | -                         | 116,188,362               | 130,086,763                | 126,345,178                     | 126,195,310                |
| <b>Subtotal Current Revenues</b>                    | <b>343,909,906</b>        | <b>359,104,246</b>        | <b>389,229,288</b>         | <b>380,747,719</b>              | <b>396,740,813</b>         |
| <b>Total Resources</b>                              | <b>417,524,336</b>        | <b>443,753,057</b>        | <b>467,107,634</b>         | <b>465,292,932</b>              | <b>483,367,744</b>         |
| <b>Requirements by Category</b>                     |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                         |                           |                           |                            |                                 |                            |
| Personnel Services                                  | 154,848,943               | 156,903,446               | 179,050,355                | 164,927,388                     | 178,832,509                |
| Materials and Services                              | 50,323,421                | 48,867,671                | 56,467,320                 | 52,811,109                      | 48,887,928                 |
| Capital Outlay                                      | 2,387,636                 | 2,093,751                 | 4,081,683                  | 3,489,322                       | 2,950,120                  |
| <b>Subtotal Current Expenditures</b>                | <b>207,560,000</b>        | <b>207,864,868</b>        | <b>239,599,358</b>         | <b>221,227,820</b>              | <b>230,670,557</b>         |
| Debt Service  | 495,217                   | -                         | -                          | -                               | -                          |
| Special Payments                                    | 10,930,800                | 11,805,946                | 8,072,561                  | 7,379,018                       | 9,749,969                  |
| Transfers   | 113,889,012               | 139,564,967               | 156,929,846                | 149,382,551                     | 156,905,897                |
| Reserve for Future Expenditures                     | -                         | -                         | 26,085,146                 | -                               | 29,117,799                 |
| Contingency   | -                         | -                         | 21,443,017                 | -                               | 27,655,013                 |
| Unappropriated Ending Fund Bal                      | -                         | -                         | 14,977,708                 | -                               | 29,268,508                 |
| <b>Total Requirements</b>                           | <b>332,875,028</b>        | <b>359,235,781</b>        | <b>467,107,634</b>         | <b>377,989,389</b>              | <b>483,367,744</b>         |
| Revenue Less Expenses                               | 84,649,308                | 84,517,276                | -                          | 87,303,543                      | -                          |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.

\*\*Newly created Funds 207 & 209 are reflected as an adjustment out of Fund 100 in FY22-23 Amended and FY23-24 Budget. These adjustments are not reflected in FY22-23 Projections.

# Special Revenue Funds



| <b>Fund #</b> | <b>Funds Included In This Section:</b>  | <b>Managing Department:</b>                |
|---------------|---|--|
| 201           | County Fair Fund                        | Department of Transportation & Development |
| 204           | County School Fund                      | Treasurer's Office                         |
| 205           | Development Services Fund               | Department of Transportation & Development |
| 206           | Sheriff's Operating Levy Fund           | Sheriff's Office                           |
| 207           | Inmate Welfare Special Fund             | Sheriff's Office                           |
| 208           | Lottery Fund                            | Department of Transportation & Development |
| 209           | CCSO Forfeitures Fund                   | Sheriff's Office                           |
| 211           | Law Library Fund                        | Law Library                                |
| 212           | Library Network Fund                    | Department of Transportation & Development |
| 215           | Road Fund                               | Department of Transportation & Development |
| 218           | Property Resources Fund                 | Department of Transportation & Development |
| 223           | Countywide Transportation SDC Fund      | Department of Transportation & Development |
| 224           | Public Land Corner Preservation Fund    | Department of Transportation & Development |
| 230           | Special Grants Fund                     | Finance                                    |
| 240           | Health, Housing and Human Services Fund | Health, Housing & Human Services           |
| 253           | Clackamas Health Centers Fund           | Health, Housing & Human Services           |
| 255           | Transient Lodging Tax Fund              | Tourism                                    |
| 257           | Parks & Forestry Fund                   | Department of Transportation & Development |



## County Fair Fund (201)

### Overview

#### Description of Fund

The purpose of the County Fair Fund is to account for the general operation, facility maintenance, and capital outlay needs of the Clackamas County Fair and Events Center (CCFEC). This fund accounts for expenses related to the Clackamas County Fair & Rodeo held in August, as well as all other facility rental and special events services held annually, such as the Spring Garden Fair, Scare Fair, Winter Fair, and many music concerts.

#### Revenue Summary

Revenues include admission fees, parking, facilities rentals, and concessions. An interfund transfer of Transient Lodging Tax provides additional operating revenue.

#### Expenditure Summary

Personnel services include full-time, temporary part-time staff, and seasonal workers. Materials and services include all fair expenses, building and grounds maintenance, insurance, and utilities. Capital outlay includes building improvements and equipment.

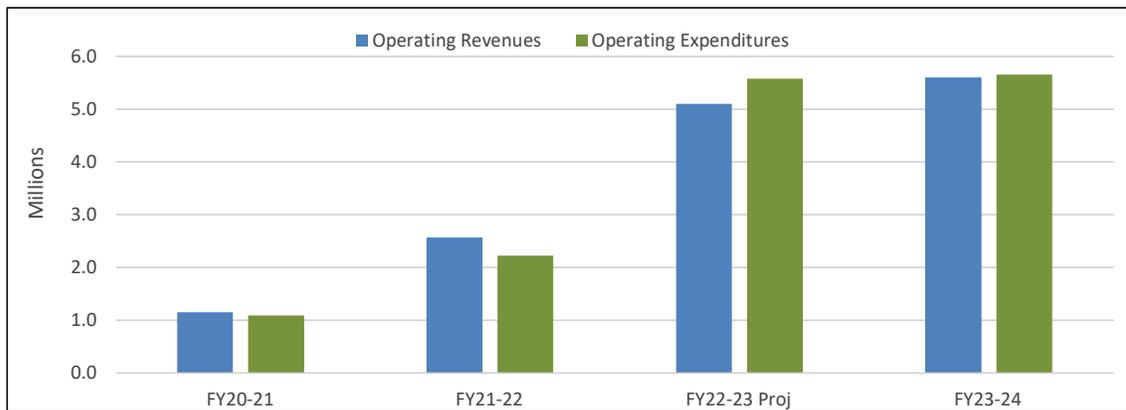
#### Significant Issues & Changes

- In FY21-22, the County Fair was the fortunate recipient of State ARPA dollars from Senator Kennemer and Representative Drazan. These funds have been received and will be used to replace the Livestock Building with a Multi-use Facility and other associated improvements.
- The Fair & Event Center Board of Directors and staff have been creative in expanding their programming with new events. There are many bookings for the Fair and Events Center and operations have returned to normal, and are expanding, under the leadership of a new executive director.
- The County maintains the County Fair Fund; however, the Fair Board, according to the Fair Management Agreement between Clackamas County and the County Fair Board, assumes responsibility for the accuracy of all financial activities and account for the BCC has the responsibility, including in the County accounting and auditing reports.
- "The County Fair Board has the exclusive management of the Clackamas County Fairgrounds and Events Center and all other property owned, leased, used or controlled by the County and devoted to the use of the county fair, and is entrusted and charged with the entire business management and financial and other affairs of such fair." ORS 565.230(1)



## County Fair Fund (201)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21</b>   | <b>FY21-22</b>   | <b>FY22-23</b>   | <b>FY22-23</b>      | <b>FY23-24</b>   |
|---|------------------|------------------|------------------|---------------------|------------------|
|   | <b>Actual</b>    | <b>Actual</b>    | <b>Amended</b>   | <b>Projected YE</b> | <b>Adopted</b>   |
| <b>Resources by Category</b>                        |                  |                  |                  |                     |                  |
| Beginning Fund Balance                              | 390,926          | 456,009          | 3,645,293        | 802,293             | 324,162          |
| <b>Current Revenues</b>                             |                  |                  |                  |                     |                  |
| Federal, State, Local, All Other Gifts & Donations  | 245,454          | 251,231          | 53,167           | 2,843,167           | 3,120,944        |
| Charges, Fees, License, Permits, Fines, Assessments | 4,504            | 685,844          | 544,500          | 544,500             | 725,500          |
| All Other Revenue Resources                         | 399,440          | 1,118,720        | 1,159,501        | 1,159,501           | 1,169,092        |
| Other Interfund Transfers                           | 507,454          | 516,588          | 553,266          | 553,266             | 589,230          |
| <b>Subtotal Current Revenues</b>                    | <b>1,156,852</b> | <b>2,572,383</b> | <b>2,310,434</b> | <b>5,100,434</b>    | <b>5,604,766</b> |
| <b>Total Resources</b>                              | <b>1,547,777</b> | <b>3,028,393</b> | <b>5,955,727</b> | <b>5,902,727</b>    | <b>5,928,928</b> |
| <b>Requirements by Category</b>                     |                  |                  |                  |                     |                  |
| <b>Current Expenditures</b>                         |                  |                  |                  |                     |                  |
| Personnel Services                                  | 367,075          | 628,983          | 644,233          | 644,233             | 807,000          |
| Materials and Services                              | 675,398          | 1,478,389        | 1,282,787        | 1,275,857           | 1,608,625        |
| Capital Outlay                                      | 49,295           | 116,630          | 3,662,475        | 3,657,475           | 3,242,777        |
| <b>Subtotal Current Expenditures</b>                | <b>1,091,768</b> | <b>2,224,002</b> | <b>5,589,495</b> | <b>5,577,565</b>    | <b>5,658,402</b> |
| Special Payments                                    | -                | 2,097            | 1,000            | 1,000               | 2,000            |
| Contingency   | -                | -                | 365,232          | -                   | 268,526          |
| <b>Total Requirements</b>                           | <b>1,091,768</b> | <b>2,226,099</b> | <b>5,955,727</b> | <b>5,578,565</b>    | <b>5,928,928</b> |
| Revenue Less Expenses                               | 456,009          | 802,293          | -                | 324,162             | -                |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



## County School Fund (204)

Overview

### Description of Fund

The County School Fund is a pass-through repository for contributions to school districts that flow through Clackamas County's books. These collections are then distributed to school districts in the County based on the resident average daily attendance for the preceding fiscal year, as reported by the County Education Service District's administrative office. All activities in this fund are mandated by Oregon statute.

### Revenue Summary

Historically most of the revenue has come through the Secure Rural Schools and Community Self-Determination Act. Smaller amounts have been provided by other federal and state forest-related sources.

### Expenditure Summary

Dollars collected in this fund are paid to the Education Service District for distribution to school districts in Clackamas County.

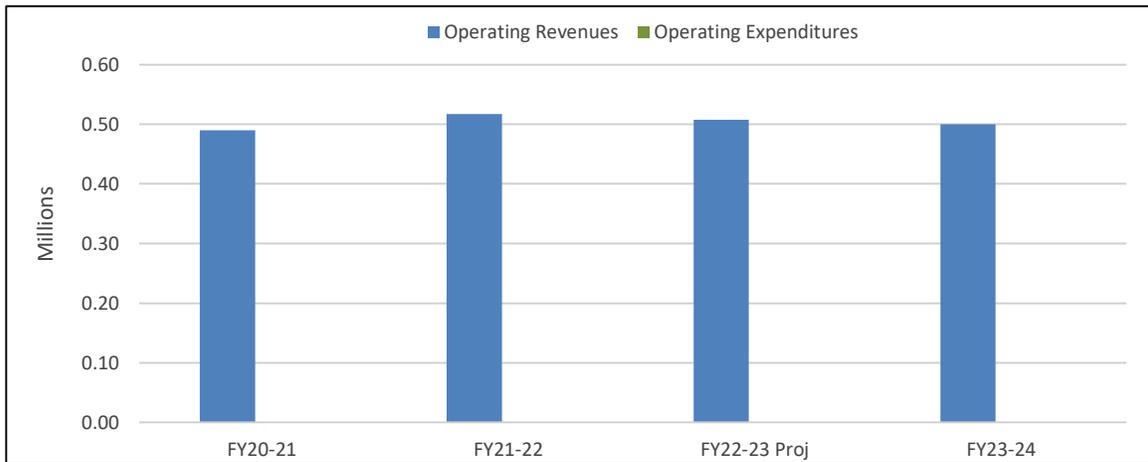
### Significant Issues & Changes

None.



## County School Fund (204)

| <i>Resources and Requirements by Fund</i>          | <b>FY20-21</b> | <b>FY21-22</b> | <b>FY22-23</b> | <b>FY22-23</b>      | <b>FY23-24</b> |
|--|----------------|----------------|----------------|---------------------|----------------|
|  | <b>Actual</b>  | <b>Actual</b>  | <b>Amended</b> | <b>Projected YE</b> | <b>Adopted</b> |
| <b>Resources by Category</b>                       |                |                |                |                     |                |
| Beginning Fund Balance                             | 432,009        | 366,463        | 366,463        | 512,360             | 142,821        |
| <b>Current Revenues</b>                            |                |                |                |                     |                |
| Federal, State, Local, All Other Gifts & Donations | 484,825        | 515,437        | 508,000        | 503,000             | 500,000        |
| All Other Revenue Resources                        | 5,000          | 1,248          | 10,000         | 4,500               | -              |
| <b>Subtotal Current Revenues</b>                   | <b>489,825</b> | <b>516,685</b> | <b>518,000</b> | <b>507,500</b>      | <b>500,000</b> |
| <b>Total Resources</b>                             | <b>921,834</b> | <b>883,148</b> | <b>884,463</b> | <b>1,019,860</b>    | <b>642,821</b> |
| <b>Requirements by Category</b>                    |                |                |                |                     |                |
| <b>Current Expenditures</b>                        |                |                |                |                     |                |
| Materials & Services                               | 488            | 377            | 8,000          | 576                 | -              |
| <b>Subtotal Current Expenditures</b>               | <b>488</b>     | <b>377</b>     | <b>8,000</b>   | <b>576</b>          | <b>-</b>       |
| Special Payments                                   | 554,884        | 370,410        | 876,463        | 876,463             | 642,821        |
| <b>Total Requirements</b>                          | <b>555,372</b> | <b>370,788</b> | <b>884,463</b> | <b>877,039</b>      | <b>642,821</b> |
| Revenue Less Expenses                              | 366,463        | 512,360        | -              | 142,821             | -              |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**BUILDING CODES**

**Description of Fund**

Per ORS 455.210(3)(c) Building Codes revenue is used solely for the administration of the County's Building Codes Program and related building codes activities. This program receives revenue from the permitting and construction activity within unincorporated Clackamas County and in cities that contract with the County for building code administration and enforcement services.

**Revenue Summary**

The Building Codes Program is funded exclusively by dollars collected through permitting activity. It does not receive any money from the General Fund for its operation. Revenue is primarily generated from three basic sources: building, plumbing, and electrical permits.

- The building category includes revenues from permits for structural, life safety, and mechanical construction activity including related plan reviews and inspections.
- The plumbing category includes revenues from plumbing permits and related plan reviews and inspections.
- The electrical category includes revenues from electrical permits and related plan reviews and inspections.

Due to the cyclical nature of the construction industry, it is both prudent and appropriate for the Program to establish a reserve to weather those periodic downturns that are typical of the industry. Best practice suggests that a 6-12 month reserve is appropriate to retain key personnel and those with special skills and/or certifications, such as building inspectors and plans examiners.

**Expenditure Summary**

The most significant expenditures are for personnel services. The very nature of the work is labor intensive and requires significant personnel time to provide five-day-a-week service to the construction community including permitting, customer service, plans reviews, and next-day inspection services.

Expenditures for materials and services fluctuate due to permit activity and inspection demands (for example fuel costs).

**Significant Issues & Changes**

As revenue for this Program is based upon permitting activity, this fund closely tracks construction cycles and interest rates.

## **SEPTIC & ONSITE WASTEWATER**

### **Description of Fund**

Septic & Onsite Wastewater (SOWP) is responsible for the review, permitting, and inspection of the septic systems in unincorporated areas of Clackamas County for customers who are not served by a sanitary sewer provider.

This Program works collaboratively with the Code Enforcement Program to enforce unusually difficult or complex violations of the Department of Environmental Quality subsurface sewage disposal regulations.

### **Revenue Summary**

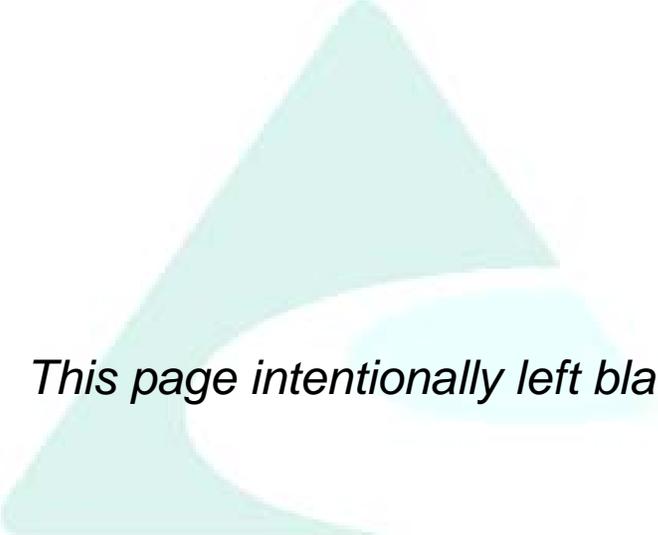
The Septic and Onsite Wastewater program is funded exclusively by dollars collected through permitting activity. It does not receive any money from the General Fund for its operation.

### **Expenditure Summary**

The most significant expenditures are for personnel services. The very nature of the work is labor intensive and requires significant personnel time to provide five-day-a-week service to the construction community including permitting, customer service, plans reviews, and inspection services.

### **Significant Issues and Changes**

As revenue for this Program is based upon permitting activity, this fund closely tracks construction cycles and interest rates.



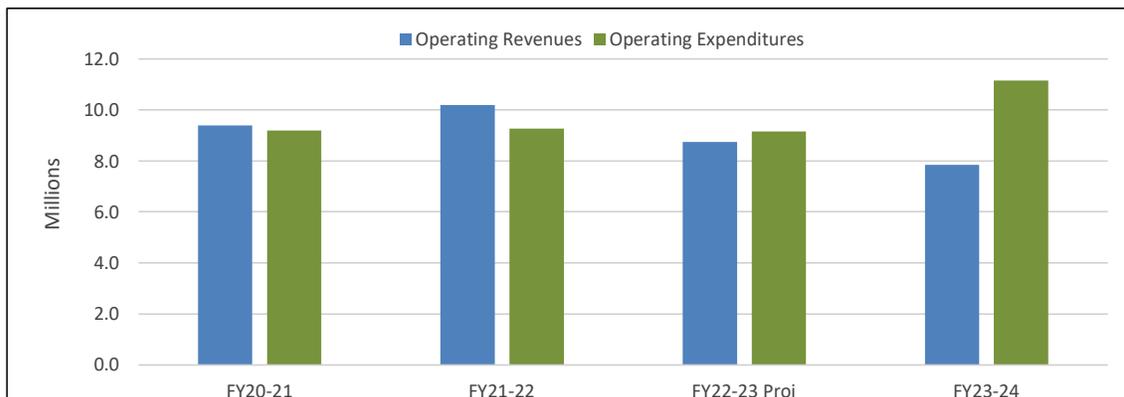
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**CLACKAMAS**  
C O U N T Y



## Development Services Fund (205)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|---|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Resources by Category</b>                        |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                              | 10,522,678                | 10,720,338                | 11,219,147                 | 11,647,315                      | 11,234,875                 |
| <b>Current Revenues</b>                             |                           |                           |                            |                                 |                            |
| Federal, State, Local, All Other Gifts & Donations  | 4,474                     | 2,164                     | -                          | 22,500                          | 40,767                     |
| Charges, Fees, License, Permits, Fines, Assessments | 9,196,509                 | 10,059,009                | 9,082,920                  | 8,524,854                       | 7,566,838                  |
| Revenue from Bonds & Other Debts                    | -                         | 700                       | 3,250                      | 3,250                           | 2,000                      |
| All Other Revenue Resources                         | 188,616                   | 130,771                   | 214,040                    | 193,545                         | 226,270                    |
| Other Interfund Transfers                           | -                         | -                         | -                          | -                               | -                          |
| <b>Subtotal Current Revenues</b>                    | <b>9,389,599</b>          | <b>10,192,645</b>         | <b>9,300,210</b>           | <b>8,744,149</b>                | <b>7,835,875</b>           |
| <b>Total Resources</b>                              | <b>19,912,276</b>         | <b>20,912,983</b>         | <b>20,519,357</b>          | <b>20,391,464</b>               | <b>19,070,750</b>          |
| <b>Requirements by Category</b>                     |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                         |                           |                           |                            |                                 |                            |
| Personnel Services                                  | 6,132,196                 | 6,117,649                 | 7,892,151                  | 6,315,217                       | 7,837,189                  |
| Materials and Services                              | 2,678,236                 | 3,141,264                 | 2,722,290                  | 2,683,372                       | 3,192,490                  |
| Capital Outlay                                      | 381,256                   | 5,490                     | 122,000                    | 158,000                         | 114,000                    |
| <b>Subtotal Current Expenditures</b>                | <b>9,191,688</b>          | <b>9,264,404</b>          | <b>10,736,441</b>          | <b>9,156,589</b>                | <b>11,143,679</b>          |
| Reserve for Future Expenditures                     | -                         | -                         | 8,451,369                  | -                               | 5,613,581                  |
| Contingency   | -                         | -                         | 1,331,548                  | -                               | 2,313,490                  |
| <b>Total Requirements</b>                           | <b>9,191,688</b>          | <b>9,264,404</b>          | <b>20,519,357</b>          | <b>9,156,589</b>                | <b>19,070,750</b>          |
| Revenue Less Expense                                | 10,720,588                | 11,648,579                | -                          | 11,234,875                      | -                          |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Sheriff's Operating Levy Fund was established to account for activities supported by a local option tax that was first approved by voters in November 2006 and subsequently renewed in 2011 and 2016. The latest five-year Levy, passed by voters in May 2021, changes the prior fixed-rate Levy of \$0.248 per \$1,000 of assessed value in the County to \$0.368 per \$1,000 of assessed value in the County. The Clackamas County Sheriff's Office will realize the first collections at the new Levy rate in November 2022.

Beginning with FY23-24, the Levy will fund ninety-two FTE positions. The Levy will also support patrol positions and continued enforcement to combat methamphetamine abuse and other drug-related crimes by funding eight positions in the Investigations Division. The Levy will also support ten positions in the Interagency Task Force (ITF) and two investigators in the Professional Services Unit.

**Revenue Summary**

Revenue for the Sheriff's Operating Levy Fund is largely comprised of taxes and state operating grants.

**Expenditure Summary**

Expenditures from the Sheriff's Operating Levy Fund are largely distributed between Personnel costs and Materials and Service. This includes costs towards Professional Services and Public Safety Equipment.

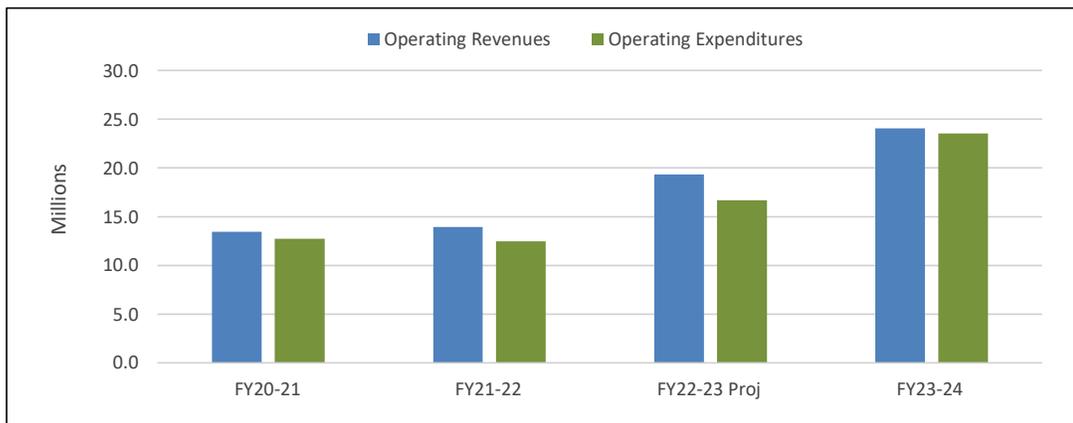
**Significant Issues & Changes**

In FY22-23 the Public Safety Local Option Levy was returned to a separate fund number for accounting and provided an additional thirty-one FTE positions from the previous fiscal year.



## Sheriff's Operating Levy Fund (206)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21</b>    | <b>FY21-22</b>    | <b>FY22-23</b>    | <b>FY22-23</b>      | <b>FY23-24</b>    |
|---|-------------------|-------------------|-------------------|---------------------|-------------------|
|   | <b>Actual</b>     | <b>Actual</b>     | <b>Amended</b>    | <b>Projected YE</b> | <b>Adopted</b>    |
| <b>Resources by Category</b>                        |                   |                   |                   |                     |                   |
| Beginning Fund Balance                              | 1,778,338         | 2,503,197         | 1,727,136         | 3,981,389           | 6,610,707         |
| <b>Current Revenues</b>                             |                   |                   |                   |                     |                   |
| Taxes   | 13,323,320        | 13,760,383        | 22,440,000        | 19,159,880          | 23,793,000        |
| Federal, State, Local, All Other Gifts & Donations  | 139,148           | 168,918           | 150,000           | 170,701             | 172,000           |
| Charges, Fees, License, Permits, Fines, Assessments | -                 | -                 | -                 | -                   | -                 |
| All Other Revenue Resources                         | 7,074             | 14,808            | 5,000             | -                   | 85,000            |
| Other Interfund Transfers                           | -                 | -                 | -                 | -                   | -                 |
| <b>Subtotal Current Revenues</b>                    | <b>13,469,542</b> | <b>13,944,110</b> | <b>22,595,000</b> | <b>19,330,581</b>   | <b>24,050,000</b> |
| <b>Total Resources</b>                              | <b>15,247,880</b> | <b>16,447,306</b> | <b>24,322,136</b> | <b>23,311,970</b>   | <b>30,660,707</b> |
| <b>Requirements by Category</b>                     |                   |                   |                   |                     |                   |
| <b>Current Expenditures</b>                         |                   |                   |                   |                     |                   |
| Personnel Services                                  | 10,875,660        | 9,645,457         | 14,734,782        | 10,393,437          | 15,239,089        |
| Materials and Services                              | 1,862,414         | 2,816,733         | 4,143,281         | 4,902,955           | 8,109,957         |
| Capital Outlay                                      | 5,699             | -                 | 1,218,000         | 1,374,371           | 175,000           |
| <b>Subtotal Current Expenditures</b>                | <b>12,743,773</b> | <b>12,462,190</b> | <b>20,096,063</b> | <b>16,670,763</b>   | <b>23,524,046</b> |
| Special Payments                                    | 911               | 3,727             | 30,500            | 30,500              | 20,000            |
| Transfers   | -                 | -                 | -                 | -                   | -                 |
| Contingency   | -                 | -                 | 4,195,573         | -                   | 7,116,661         |
| <b>Total Requirements</b>                           | <b>12,744,683</b> | <b>12,465,917</b> | <b>24,322,136</b> | <b>16,701,263</b>   | <b>30,660,707</b> |
| Revenue Less Expenses                               | 2,503,197         | 3,981,389         | -                 | 6,610,707           | -                 |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Sheriff's Inmate Welfare Fund is mandated by Oregon Revised Statute (ORS) 169.685, stipulating that any city or county maintaining a local regional correctional facility must establish a distinct Inmate Welfare Fund Account. This account is required to be separate from the city's or county's general fund. The monies accrued in this account can only be used to promote inmate welfare as defined in the ORS. The primary purpose of this fund is to improve and enhance the lives of inmates.

**Revenue Summary**

Revenue for the Inmate Welfare Fund comes from the fees obtained from the inmate telephone services provider and commissary fees. Per (ORS), any fee or commission that a local or regional correctional facility receives must be deposited into the Inmate Welfare Fund account.

**Expenditure Summary**

Expenditures from the Inmate Welfare Fund, as mandated by the ORS, will be used to improve the quality of life for inmates. This includes \$171,000 allocated for professional services such as General Education Degree (GED) completion services, \$58,000 set aside for program materials and supplies, and \$1,500 dedicated to general office supplies.

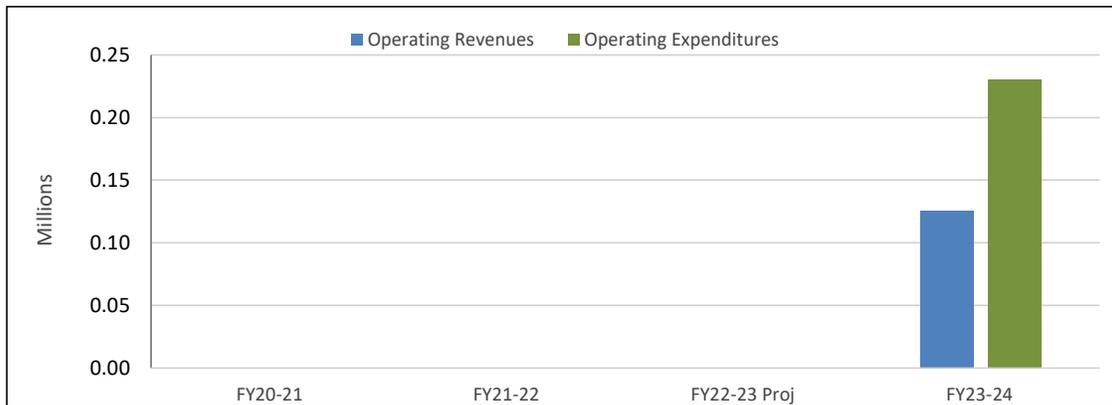
**Significant Issues & Changes**

Clackamas County established this fund at the end of FY22-23.



## Inmate Welfare Special Fund (207)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|---|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Resources by Category</b>                        |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                              | -                         | -                         | 128,300                    | -                               | 104,801                    |
| <b>Current Revenues</b>                             |                           |                           |                            |                                 |                            |
| Federal, State, Local, All Other Gifts & Donations  | -                         | -                         | -                          | -                               | -                          |
| Charges, Fees, License, Permits, Fines, Assessments | -                         | -                         | 85,000                     | -                               | 125,699                    |
| All Other Revenue Resources                         | -                         | -                         | -                          | -                               | -                          |
| Other Interfund Transfers                           | -                         | -                         | -                          | -                               | -                          |
| <b>Subtotal Current Revenues</b>                    | -                         | -                         | <b>85,000</b>              | -                               | <b>125,699</b>             |
| <b>Total Resources</b>                              | -                         | -                         | <b>213,300</b>             | -                               | <b>230,500</b>             |
| <b>Requirements by Category</b>                     |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                         |                           |                           |                            |                                 |                            |
| Personnel Services                                  | -                         | -                         | -                          | -                               | -                          |
| Materials and Services                              | -                         | -                         | 213,300                    | -                               | 230,500                    |
| Capital Outlay                                      | -                         | -                         | -                          | -                               | -                          |
| <b>Subtotal Current Expenditures</b>                | -                         | -                         | <b>213,300</b>             | -                               | <b>230,500</b>             |
| Special Payments                                    | -                         | -                         | -                          | -                               | -                          |
| Contingency   | -                         | -                         | -                          | -                               | -                          |
| <b>Total Requirements</b>                           | -                         | -                         | <b>213,300</b>             | -                               | <b>230,500</b>             |
| Revenue Less Expenses                               | -                         | -                         | -                          | -                               | -                          |



\*\*Newly created Funds 207 & 209 are reflected as an adjustment out of Fund 100 in FY22-23 Amended and FY23-24 Budget. These adjustments are not reflected in FY22-23 Projections.



**Description of Fund**

The Lottery Fund is comprised of the Administration Program and Economic Development line of business. The Department of Transportation & Development (DTD) Administration program provides leadership and direction, budgeting, and financial management support to the DTD Community Services programs.

The Economic Development line of business, comprised of the Economic Development Program, supports and manages programs related to business retention, expansion or relocation of established businesses, recruitment of new businesses, forest and agriculture economic development, as well as business assistance. Other economic development programs include facilitating economic development incentive programs, tracking employment lands, studying business supply chains, and implementing initiatives to expand the County's economic base.

**Revenue Summary**

Funding for the Administration Program is provided through indirect cost allocation to the majority of Community Services programs.

Revenue for the Economic Development line of business is provided almost entirely from Oregon State Video Lottery revenue that is legislated to provide for economic development efforts throughout the County.

**Expenditure Summary**

The Administration program expenditures are primarily personnel expenditures. The remaining expenditures are related to supporting the staff in all Community Services programs.

In the Economic Development line of business, personnel, projects, programs, and economic development initiatives make up the majority of expenditures.

**Significant Issues & Changes**

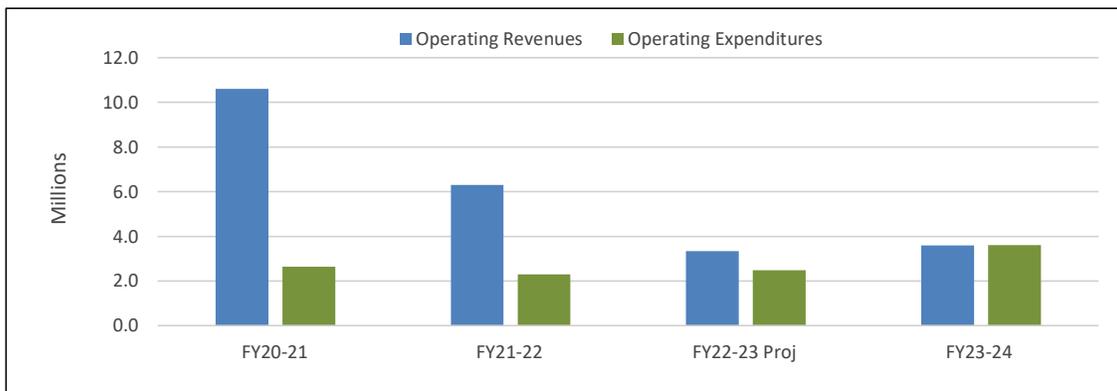
- The Administration program consists of the Office of the Director program which provides leadership, direction, and financial support on the various DTD Community Services programs initiatives, projects, and issues.
- A new Office of Economic Development has been established under County Administration, but financially the program resides in DTD. This restructuring within the County will provide the Office of Economic Development with new opportunities to elevate their important work.



## Lottery Fund (208)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21</b>    | <b>FY21-22</b>    | <b>FY22-23</b>   | <b>FY22-23</b>      | <b>FY23-24</b>    |
|---|-------------------|-------------------|------------------|---------------------|-------------------|
|   | <b>Actual</b>     | <b>Actual</b>     | <b>Amended</b>   | <b>Projected YE</b> | <b>Adopted</b>    |
| <b>Resources by Category</b>                        |                   |                   |                  |                     |                   |
| Beginning Fund Balance                              | 4,456,928         | 5,588,249         | 2,430,185        | 6,215,250           | 6,407,579         |
| <b>Current Revenues</b>                             |                   |                   |                  |                     |                   |
| Federal, State, Local, All Other Gifts & Donations  | 9,464,451         | 5,002,721         | 2,400,000        | 2,355,972           | 2,379,532         |
| Charges, Fees, License, Permits, Fines, Assessments | 1,082,266         | 1,274,847         | 932,704          | 915,228             | 1,005,120         |
| All Other Revenue Resources                         | 50,024            | 26,233            | 30,000           | 60,000              | 130,867           |
| Other Interfund Transfers                           | -                 | -                 | 100,000          | -                   | -                 |
| General Fund Support                                | -                 | -                 | -                | -                   | 92,039            |
| <b>Subtotal Current Revenues</b>                    | <b>10,596,742</b> | <b>6,303,801</b>  | <b>3,462,704</b> | <b>3,331,200</b>    | <b>3,607,558</b>  |
| <b>Total Resources</b>                              | <b>15,053,670</b> | <b>11,892,050</b> | <b>5,892,889</b> | <b>9,546,450</b>    | <b>10,015,137</b> |
| <b>Requirements by Category</b>                     |                   |                   |                  |                     |                   |
| <b>Current Expenditures</b>                         |                   |                   |                  |                     |                   |
| Personnel Services                                  | 1,456,610         | 1,144,397         | 2,072,634        | 1,236,467           | 1,715,874         |
| Materials and Services                              | 1,190,949         | 1,148,902         | 1,901,977        | 1,252,754           | 1,896,359         |
| Capital Outlay                                      | 520               | -                 | -                | -                   | -                 |
| <b>Subtotal Current Expenditures</b>                | <b>2,648,079</b>  | <b>2,293,299</b>  | <b>3,974,611</b> | <b>2,489,221</b>    | <b>3,612,233</b>  |
| Special Payments                                    | 6,754,342         | 3,320,500         | 1,060,916        | 586,650             | 1,030,000         |
| Transfers   | 63,000            | 63,000            | 63,000           | 63,000              | -                 |
| Reserve for Future Expenditures                     | -                 | -                 | -                | -                   | 4,737,003         |
| Contingency   | -                 | -                 | 794,361          | -                   | 635,900           |
| <b>Total Requirements</b>                           | <b>9,465,421</b>  | <b>5,676,799</b>  | <b>5,892,889</b> | <b>3,138,871</b>    | <b>10,015,137</b> |

Revenue Less Expense    5,588,249    6,215,250    -    6,407,579    -



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



### **Description of Fund**

The Clackamas County Sheriff's Office (CCSO) Forfeitures Fund was established to accommodate audit and financial compliance for activities related to the U.S. Department of Justice, U.S. Department of Treasury, and State Civil Forfeitures. Previously, forfeiture activities were tracked in Fund 100's Investigation program. Shared funds must be used to increase or supplement the resources of the local law enforcement agency and shall not be used to replace or supplant appropriated resources of the agency.

### **Revenue Summary**

Revenues from asset-forfeiture programs stem from the sale of real and/or personal property confiscated from offenders involved in extensive drug-related criminal activity. The CCSO obtains revenue from both federal and state sources by participating in cases that result in asset seizures. However, the finalization of asset forfeitures and the exact amount that Clackamas County will receive remains uncertain until approval is granted.

### **Expenditure Summary**

Expenditures are governed by state and federal guidelines specifying how all forfeiture proceeds should be used. Shared funds are required to augment the resources of the receiving state or local law enforcement agency. They should not be deployed to replace or supplant Clackamas County's appropriated resources. The (CCSO) must directly benefit from the use of these funds.

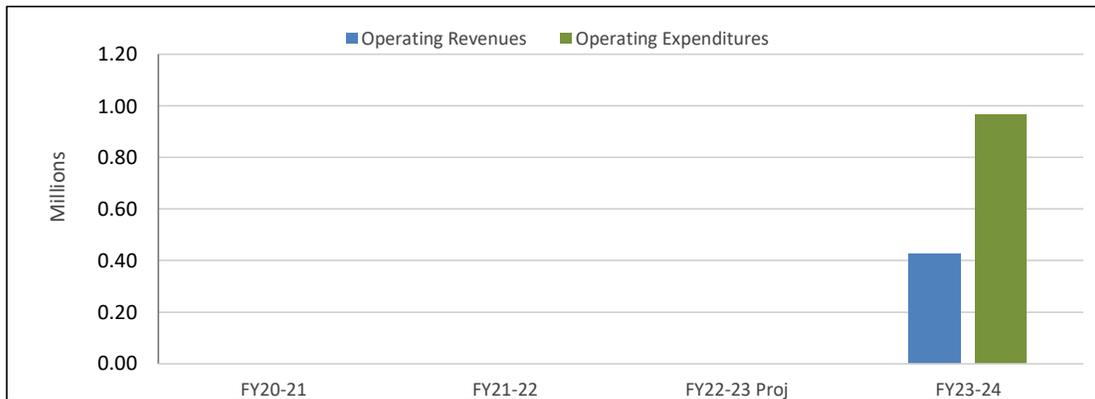
### **Significant Issues & Changes**

Clackamas County established this fund at the end of FY22-23.



## CCSO Forfeitures Fund (209)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|---|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Resources by Category</b>                        |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                              | -                         | -                         | 710,075                    | -                               | 541,893                    |
| <b>Current Revenues</b>                             |                           |                           |                            |                                 |                            |
| Federal, State, Local, All Other Gifts & Donations  | -                         | -                         | 164,925                    | -                               | 425,000                    |
| Charges, Fees, License, Permits, Fines, Assessments | -                         | -                         | -                          | -                               | -                          |
| All Other Revenue Resources                         | -                         | -                         | -                          | -                               | -                          |
| Other Interfund Transfers                           | -                         | -                         | -                          | -                               | -                          |
| <b>Subtotal Current Revenues</b>                    | -                         | -                         | <b>164,925</b>             | -                               | <b>425,000</b>             |
| <b>Total Resources</b>                              | -                         | -                         | <b>875,000</b>             | -                               | <b>966,893</b>             |
| <b>Requirements by Category</b>                     |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                         |                           |                           |                            |                                 |                            |
| Personnel Services                                  | -                         | -                         | 222,810                    | -                               | -                          |
| Materials and Services                              | -                         | -                         | 652,190                    | -                               | 966,893                    |
| Capital Outlay                                      | -                         | -                         | -                          | -                               | -                          |
| <b>Subtotal Current Expenditures</b>                | -                         | -                         | <b>875,000</b>             | -                               | <b>966,893</b>             |
| Special Payments                                    | -                         | -                         | -                          | -                               | -                          |
| Contingency   | -                         | -                         | -                          | -                               | -                          |
| <b>Total Requirements</b>                           | -                         | -                         | <b>875,000</b>             | -                               | <b>966,893</b>             |
| Revenue Less Expenses                               | -                         | -                         | -                          | -                               | -                          |



\*\*Newly created Funds 207 & 209 are reflected as an adjustment out of Fund 100 in FY22-23 Amended and FY23-24 Budget. These adjustments are not reflected in FY22-23 Projections.



**Description of Fund**

Per state statute, Clackamas County maintains and operates a Law Library available at reasonable hours to the public at a convenient location. Law Library resources, materials, services, and professional staff are available to everyone, including but not limited to Clackamas County Circuit Court Judges, County Counsel, the District Attorney's office, County Departments, attorneys, litigants, self-represented litigants, legal professional staff, authors, reporters, students, and others. The Law Library has a carefully curated and well-balanced collection of legal research resources and materials available in both print and electronic formats. It is necessary to make legal research materials available in multiple formats to help people perform thorough, reliable, and accurate legal research. The physical Law Library collection includes approximately 15,000 legal titles, the majority of which are not available online or not available for free or at a low cost online. Many titles in our collection are no longer being updated regularly due to largely static revenue and rising costs. The Law Library electronic collection includes subscriptions to Westlaw, LexisNexis, Oregon State Bar BarBooks, and access to other free and low-cost computer-assisted legal research databases. Purchasing access to commercial online legal research subscription databases is only available for public access in bundled formats and costs continue to rise. The Law Library also provides other services, including but not limited to conference/study rooms, legal research materials on microfilm/fiche, photocopy/fax/print machines, and remote legal documents requests. The Law Library employs professionals with experience, education, and training to manage, operate and maintain the Law Library and provide patrons with legal research assistance, legal information dissemination, and other legal reference assistance. The Law Library is a high-tech, high-touch atmosphere that includes a quiet, contemplative space for reading, filling out forms, small meetings, and research.

**Revenue Summary**

The Law Library revenue source was altered by the 2011 Oregon State Legislature (2011 House Bills 2710, 2712, and 5056). Before this shift, since 1927, all Law Library revenue was generated from a portion of the filing fees collected in each civil suit, action, or proceeding. Beginning with the 2011-2013 biennium, Law Library revenue has been derived from a set appropriation. The Chief Justice distributes these funds to counties based on revenue received from filing fees collected in the respective county courts. The Law Library's beginning fund balance, which comprises the majority of the Law Library's total resources, is funding accumulated by the Law Library for anticipated necessary expenditures for the future of the Law Library. Minor contributions to revenue come from earned interest, copier/printer fees, and Steven Ness Legal Publishing Company form fees. The 2013 Oregon State Legislature appropriated \$100,000 less funding for county law libraries for the 2013-2015 biennium. Clackamas received 9.64% of this total appropriation. The 2017 Oregon State Legislature further cut the law library allocation resulting in approximately \$50,000 less revenue for Clackamas. Law Library funding has remained static since. In 2023, the Legislature passed Senate Bill 5512, which includes a modest (9% increase for county law libraries). We will not know the exact amount of each allocation until OJD distributes the funds.

**Expenditure Summary**

The majority of available funds have been held in dwindling reserve and contingency for helping to continue providing a robust Law Library program with modern services at existing levels. Even with drastic and significant expenditure adjustments, due to the aforementioned changes in Law Library funding, the revenue and contingency are almost depleted. The modest increase in funding and continued frugality will help the Law Library continue to maintain existing operations and service levels for the year.

**Significant Issues and Changes**

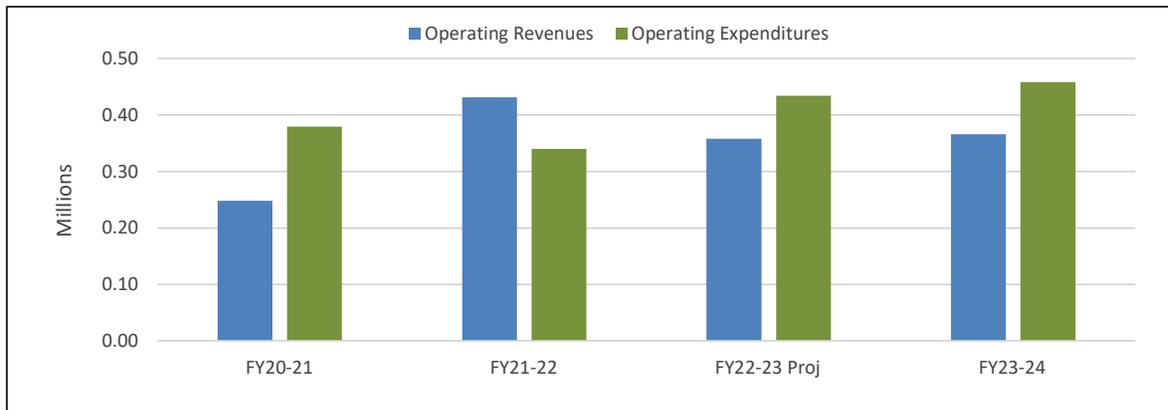
N/A



## Law Library Fund (211)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21</b> | <b>FY21-22</b> | <b>FY22-23</b> | <b>FY22-23</b>      | <b>FY23-24</b> |
|---|----------------|----------------|----------------|---------------------|----------------|
|   | <b>Actual</b>  | <b>Actual</b>  | <b>Amended</b> | <b>Projected YE</b> | <b>Adopted</b> |
| <b>Resources by Category</b>                        |                |                |                |                     |                |
| Beginning Fund Balance                              | 307,561        | 176,632        | 124,350        | 268,541             | 192,543        |
| <b>Current Revenues</b>                             |                |                |                |                     |                |
| Federal, State, Local, All Other Gifts & Donations  | 4,805          | 83,001         | -              | -                   | -              |
| Charges, Fees, License, Permits, Fines, Assessments | 240,357        | 347,059        | 355,386        | 355,386             | 356,386        |
| All Other Revenue Resources                         | 3,163          | 1,767          | 2,487          | 2,618               | 9,620          |
| Other Interfund Transfers                           | -              | -              | 0              | 0                   | 0              |
| <b>Subtotal Current Revenues</b>                    | <b>248,325</b> | <b>431,827</b> | <b>357,873</b> | <b>358,004</b>      | <b>366,006</b> |
| <b>Total Resources</b>                              | <b>555,886</b> | <b>608,460</b> | <b>482,223</b> | <b>626,545</b>      | <b>558,549</b> |
| <b>Requirements by Category</b>                     |                |                |                |                     |                |
| <b>Current Expenditures</b>                         |                |                |                |                     |                |
| Personnel Services                                  | 240,954        | 206,492        | 309,816        | 289,816             | 287,987        |
| Materials and Services                              | 138,300        | 133,427        | 145,055        | 144,186             | 170,561        |
| <b>Subtotal Current Expenditures</b>                | <b>379,254</b> | <b>339,919</b> | <b>454,871</b> | <b>434,002</b>      | <b>458,549</b> |
| Reserve for Future Expenditures                     | -              | -              | -              | -                   | -              |
| Contingency   | -              | -              | 27,352         | -                   | 100,000        |
| <b>Total Requirements</b>                           | <b>379,254</b> | <b>339,919</b> | <b>482,223</b> | <b>434,002</b>      | <b>558,549</b> |

Revenue Less Expense      176,632      268,541      -      192,543      -



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Library Network Fund includes the operations of the Library Support Services Program, Oak Lodge Library Program, and Gladstone Library Program.

The Library Support Services Program provides centralized hardware, software, cataloging, and technical support services to all member libraries of the Clackamas County Library District, including two County-operated locations (the Oak Lodge Library and Gladstone Library), and eleven locations operated by the cities of Canby, Estacada, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy, West Linn, and Wilsonville. It also provides the delivery of centralized materials handling, administrative, and other support services to these same customer libraries so they can collaborate as a Library District.

The Oak Lodge Library Program and Gladstone Library Program provide and promote informational, educational, cultural, and recreational materials, and resources to enhance the economic, social, and cultural vitality of their respective communities.

**Revenue Summary**

The primary revenue sources for the Library Support Services Program are interfund transfers from the General Fund. In addition, the Library Support Services Program is estimated to receive reimbursements from local jurisdictions in Clackamas County for purchases of computer hardware, software, or other goods and/or services on behalf of these government agencies.

The primary revenue for operations of the Oak Lodge Library Program is from the annual distribution of Library District funds.

The primary revenue for operations of the Gladstone Library Program is from the annual distribution of Library District funds, as well as an annual contribution from the City of Gladstone.

**Expenditure Summary**

Total expenditures for the Library Support Services Program include reimbursable purchases made on behalf of customer libraries. The remaining expenditures are related to the provision of services to the eleven City-operated and two County-operated library locations in the Library District of Clackamas County.

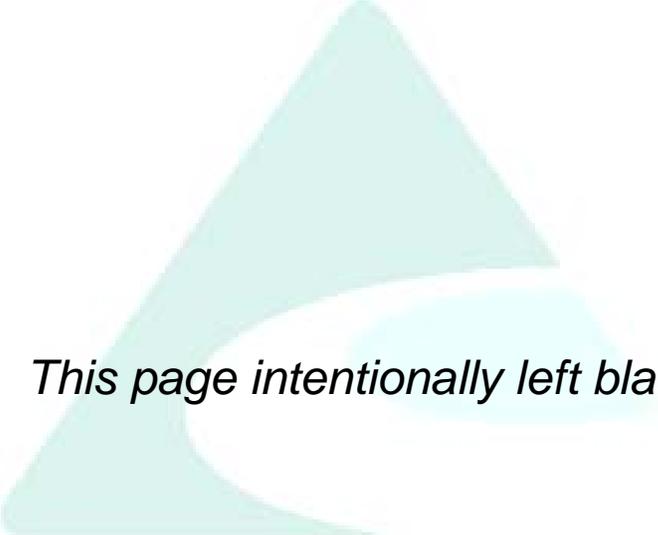
The expenditures for operations of the Oak Lodge Library Program include personnel costs and capital related to the construction of the Oak Lodge Library building.

The expenditures for operations of the Gladstone Library Program include personnel costs and capital related to the construction of the Gladstone Library building.

**Significant Issues & Changes**

- Starting in FY 20-21 Library Support Services was re-named and now encompasses the prior program lines of Library Systems and Shared Library Services. This program provides essential services to libraries in Clackamas County per individual IGAs with each library city and relies upon the General Fund to do so.
- Demand for library support services continues to increase and is growing in complexity, increasing the amount of time and resources needed for service provision. Program staff have to strategically prioritize services related to technology installation and maintenance, services to libraries, and are facing challenges staffing materials handling/courier operations.

- In FY 17-18, the county entered into a Settlement Agreement with the City of Gladstone which contemplates the construction of two new libraries, one at the site of the former Gladstone City Hall and one in unincorporated Clackamas County within the Oak Lodge Library service area, co-located with the Concord School Renovation project under the direction of the North Clackamas Parks and Recreation District (NCPRD). This "one library, two buildings" model envisioned sharing staff and resources to realize operational efficiencies and achieve economies of scale. The BCC has pledged General Fund support to fill the funding gap and allow for the construction of both libraries.
- Construction of the new Gladstone Library began in July 2023. Groundbreaking for the Oak Lodge Library is anticipated to occur in September 2023.



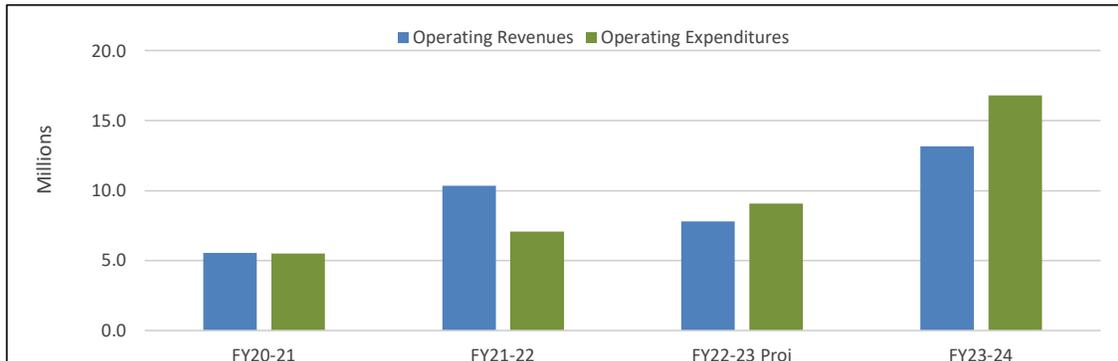
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**CLACKAMAS**  
C O U N T Y



## Library Network Fund (212)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|---|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Resources by Category</b>                        |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                              | 5,682,956                 | 5,741,828                 | 5,741,381                  | 8,173,996                       | 6,818,540                  |
| <b>Current Revenues</b>                             |                           |                           |                            |                                 |                            |
| Federal, State, Local, All Other Gifts & Donations  | 2,366,744                 | 5,297,174                 | 3,216,819                  | 2,467,390                       | 3,984,008                  |
| Charges, Fees, License, Permits, Fines, Assessments | 272,287                   | 1,142,817                 | 211,996                    | 201,650                         | 215,154                    |
| Revenue from Bonds & Other Debts                    | -                         | -                         | 9,400,000                  | -                               | -                          |
| All Other Revenue Resources                         | 825,024                   | 750,946                   | 1,119,131                  | 914,451                         | 989,103                    |
| Other Interfund Transfers                           | 2,095,853                 | -                         | -                          | -                               | 5,191,673                  |
| General Fund Support                                | -                         | 3,153,818                 | 3,406,620                  | 4,206,620                       | 2,776,689                  |
| <b>Subtotal Current Revenues</b>                    | <b>5,559,907</b>          | <b>10,344,754</b>         | <b>17,354,566</b>          | <b>7,790,111</b>                | <b>13,156,627</b>          |
| <b>Total Resources</b>                              | <b>11,242,864</b>         | <b>16,086,583</b>         | <b>23,095,947</b>          | <b>15,964,107</b>               | <b>19,975,167</b>          |
| <b>Requirements by Category</b>                     |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                         |                           |                           |                            |                                 |                            |
| Personnel Services                                  | 2,710,962                 | 3,036,768                 | 3,262,279                  | 2,972,190                       | 3,463,004                  |
| Materials and Services                              | 2,468,202                 | 3,083,249                 | 2,700,109                  | 2,393,377                       | 2,545,539                  |
| Capital Outlay                                      | 321,871                   | 942,570                   | 14,806,282                 | 3,718,000                       | 10,800,000                 |
| <b>Subtotal Current Expenditures</b>                | <b>5,501,036</b>          | <b>7,062,587</b>          | <b>20,768,670</b>          | <b>9,083,567</b>                | <b>16,808,543</b>          |
| Special Payments                                    | -                         | 850,000                   | 70,000                     | 62,000                          | 67,000                     |
| Debt Service  | -                         | -                         | 151,121                    | -                               | -                          |
| Reserve for Future Expenditures                     | -                         | -                         | 1,880,247                  | -                               | 2,141,671                  |
| Contingency   | -                         | -                         | 225,908                    | -                               | 957,954                    |
| <b>Total Requirements</b>                           | <b>5,501,036</b>          | <b>7,912,587</b>          | <b>23,095,947</b>          | <b>9,145,567</b>                | <b>19,975,167</b>          |
| Revenue Less Expenses                               | 5,741,828                 | 8,173,996                 | -                          | 6,818,540                       | -                          |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Clackamas County road fund provides the resources needed to provide safety, maintenance, construction, and operations services to users of the transportation system so they can travel safely in Clackamas County. This revenue is focused on operations that ensure a safe and well-maintained County system of over 1,400 road miles and 179 bridges. The County road network includes approximately 40,000 traffic signs and 150 traffic signals. The workgroups responsible for this system include Transportation Maintenance, Traffic Safety, Transportation Development Review, Transportation Engineering & Construction, Long Range Transportation Planning, Damascus Roads, Community Road Fund (CRF), and Department Administration. Each workgroup performs essential activities that ensure the system remains safe and efficient for all users.

**Transportation Maintenance**

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

**Transportation Engineering & Construction**

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

Capital project expenditures include planning, design, construction, and right-of-way purchase for road projects, bike/pedestrian projects, safety projects, bridge projects, and storm drainage projects.

The major sources of capital project revenues are from:

- Community Road Fund (Local Vehicle Registration Fees)
- Countywide System Development Charge (SDC)
- Tax Increment Financing Districts (Urban Renewal)
- Federal and State Grants
- State Highway Fund (Road Fund)

**Traffic Safety**

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

**Land Use & Permitting: Transportation Development Review**

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

**Long-Range Transportation Planning**

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

**Damascus Roads**

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

### **Community Road Fund (CRF)**

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

### **Department Administration**

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

### **Revenue Summary**

Transportation funds available to Clackamas County over the last decade have come from a variety of state and federal sources, including the State Highway Fund (motor vehicle fund), Secure Rural Schools, and other state and federal competitive grants.

Historically, we have relied on local funds, such as Tax Increment Financing (TIF) in urban renewal districts and transportation system development charges to fill the gap between the state and federal revenues for new project construction. TIF funds are dwindling and system development charges can only be used for a percentage of the total project cost. With the passage of the Community Road Fund, the County now has a local funding source that can be used to prioritize projects based on local priorities.

### **Expenditure Summary**

The Transportation Maintenance program uses four primary treatments for the repair and maintenance of road surfaces: contracted roadway paving/preservation, maintenance paving/patching, chip/slurry seal applications, and crack sealing.

The Transportation Engineering & Construction program will continue to provide the technical services of project scoping, planning, survey, design, construction inspection, project management, and program administration for capital and large-scale maintenance projects.

The Traffic Safety program operates the County's traffic signals, manages safety projects, and provides education and outreach to the public.

The Transportation Development Review program expenses are primarily staffing expenses. This group performs the plan review and inspection of civil drawings for parking and public improvements.

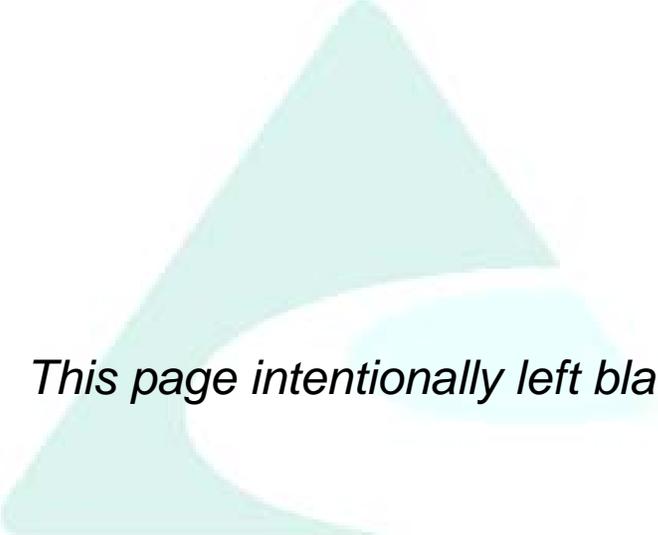
The Long-Range Transportation Planning program continues to focus on its role of coordinating with local and regional partners, working with the North Clackamas School District to identify key routes where improvements create safer places for children to bike and walk to school, the implementation of the ADA transition plan and other transportation planning activities. In addition, this program will be starting a major update to the County's Transportation System Plan.

### **Significant Issues and Changes**

The passage of House Bill 2017 provided the relief of some additional road funding that continues to increase over its 10-year phase-in, ultimately forecasted to provide an additional \$13 million each year for Clackamas County transportation programs.

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

The road fund does not have a sustainable funding source for capital projects. This is due to funding being largely dependent on state and federal funds and programs that may or may not exist in the future. We forecast that we can only fund 15% of our 20-year Transportation System Plan (TSP) (Tier 1).



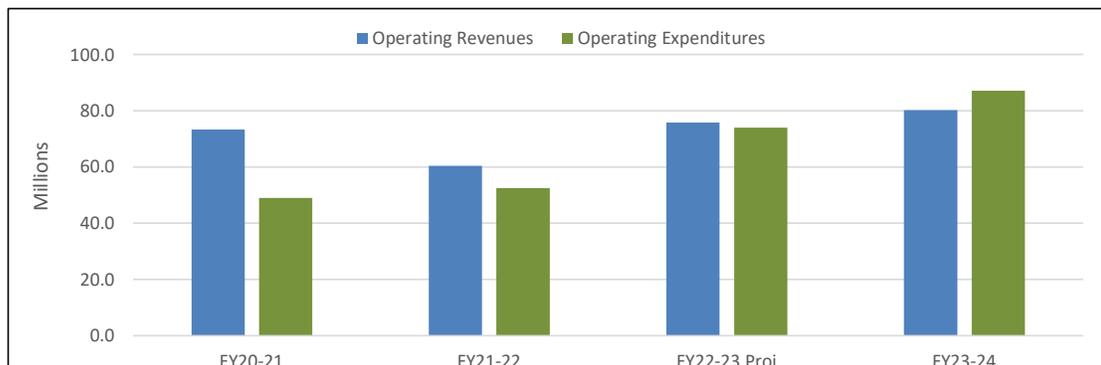
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**CLACKAMAS**  
C O U N T Y



## Road Fund (215)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21</b>     | <b>FY21-22</b>     | <b>FY22-23</b>     | <b>FY22-23</b>      | <b>FY23-24</b>     |
|---|--------------------|--------------------|--------------------|---------------------|--------------------|
|   | <b>Actual</b>      | <b>Actual</b>      | <b>Amended</b>     | <b>Projected YE</b> | <b>Adopted</b>     |
| <b><u>Resources by Category</u></b>                 |                    |                    |                    |                     |                    |
| Beginning Fund Balance                              | 32,567,805         | 51,628,806         | 49,602,975         | 53,138,868          | 48,147,496         |
| <b>Current Revenues</b>                             |                    |                    |                    |                     |                    |
| Federal, State, Local, All Other Gifts & Donations  | 35,683,025         | 42,823,044         | 55,179,123         | 54,603,147          | 57,189,759         |
| Charges, Fees, License, Permits, Fines, Assessments | 16,061,608         | 16,872,851         | 15,738,276         | 16,505,373          | 16,520,965         |
| Revenue from Bonds & Other Debts                    | 20,286,653         | 142,987            | 124,593            | 55,000              | 182,604            |
| All Other Revenue Resources                         | 448,606            | 314,567            | 3,856,621          | 3,745,548           | 552,685            |
| Other Interfund Transfers                           | 842,719            | -                  | 1,006,373          | 893,757             | 5,553,296          |
| General Fund Support                                | -                  | 165,105            | -                  | -                   | 257,961            |
| <b>Subtotal Current Revenues</b>                    | <b>73,322,611</b>  | <b>60,318,554</b>  | <b>75,904,986</b>  | <b>75,802,825</b>   | <b>80,257,270</b>  |
| <b>Total Resources</b>                              | <b>105,890,416</b> | <b>111,947,360</b> | <b>125,507,961</b> | <b>128,941,693</b>  | <b>128,404,766</b> |
| <b><u>Requirements by Category</u></b>              |                    |                    |                    |                     |                    |
| <b>Current Expenditures</b>                         |                    |                    |                    |                     |                    |
| Personnel Services                                  | 18,500,565         | 18,108,889         | 22,543,124         | 15,966,858          | 23,908,737         |
| Materials and Services                              | 13,562,230         | 15,047,518         | 26,445,290         | 26,614,226          | 30,961,074         |
| Capital Outlay                                      | 16,859,306         | 19,288,321         | 36,293,045         | 31,464,699          | 32,198,518         |
| <b>Subtotal Current Expenditures</b>                | <b>48,922,101</b>  | <b>52,444,728</b>  | <b>85,281,459</b>  | <b>74,045,783</b>   | <b>87,068,329</b>  |
| Special Payments                                    | 4,340,417          | 5,083,357          | 4,975,000          | 4,792,480           | 6,158,754          |
| Transfers   | 999,093            | 1,280,406          | 2,059,750          | 1,955,934           | 2,567,585          |
| Reserve for Future Expenditures                     | -                  | -                  | 20,907,935         | -                   | 15,435,092         |
| Contingency   | -                  | -                  | 12,283,817         | -                   | 17,175,005         |
| <b>Total Requirements</b>                           | <b>54,261,611</b>  | <b>58,808,491</b>  | <b>125,507,961</b> | <b>80,794,197</b>   | <b>128,404,766</b> |
| Revenue Less Expenses                               | 51,628,805         | 53,138,869         | -                  | 48,147,496          | -                  |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Property Disposition Fund includes two programs, the Tax Title Land Program and the Property Disposition Program.

The Tax Title Land Program accounts for tax foreclosed property proceeds. The County annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the County in place of the uncollected taxes. The properties are then typically sold at public auction or transferred to other government agencies for public use. The Tax Title Land Program receives the proceeds from the sale of those properties. In return, it reimburses the Property Disposition Program for all costs associated with the management and disposal of the foreclosed properties. Before FY 2023-2024, any funds remaining were distributed to the taxing districts of the County. A recent Supreme Court finding, Tyler vs. Hennepin, directs surplus funds from the sale of tax foreclosed properties to be returned to the prior property owner. Clackamas County is currently establishing policies and procedures to ensure former owners are notified of potential surplus funds and provided an opportunity to claim them.

The Property Disposition Program is responsible for the management and disposition of County real properties. It is generally self-supporting and is not dependent upon the County's General Fund. Areas of responsibility include:

- Managing and disposing of surplus real properties that are deeded to the County through statutory tax foreclosure through a public oral auction, transferred to another county department, county agency, or municipality, or through a private sale.
- Providing property management services including title/deed documentation, inspection, maintenance, marketing, contracting, and administration as needed to the tax foreclosed real properties until properties can be sold or transferred.

**Revenue Summary**

The primary source of revenue for this fund is receipts from the sale of tax-foreclosed properties generated by an auction or a private sale.

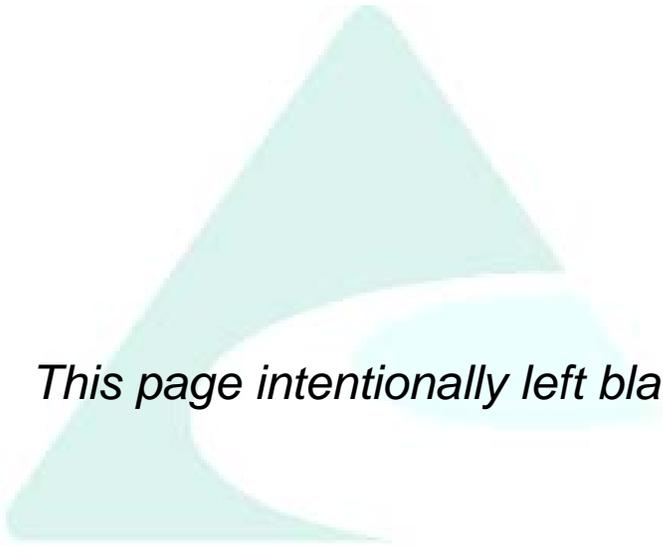
**Expenditure Summary**

Tax Title Land Program expenditures include an Internal County Contracted Service charge paid to the Property Disposition Program to reimburse the program for costs related to the management of tax foreclosed properties in Clackamas County.

Property Disposition Program expenditures include a Property Agent position and other expenditures including legal services, property management services, and other costs associated with the holding, sale, and transfer of surplus real properties. Expenditures also include a Reserve for Future Expenditures to mitigate costs related to the unknown hazards and possible clean-up of future hazardous contaminated tax foreclosed properties.

## Significant Issues & Changes

- Exposure to unknown hazardous property conditions can create 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 years of operating expenses.
- Before fiscal year 2023-2024, 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 vary from year to year.
- The Tyler vs. Hennepin Supreme Court case may change how this program is funded; since the county is restricted in what funds can be held from foreclosed property sales. The county is currently seeking guidance from the Oregon Department of Revenue regarding allowable costs.



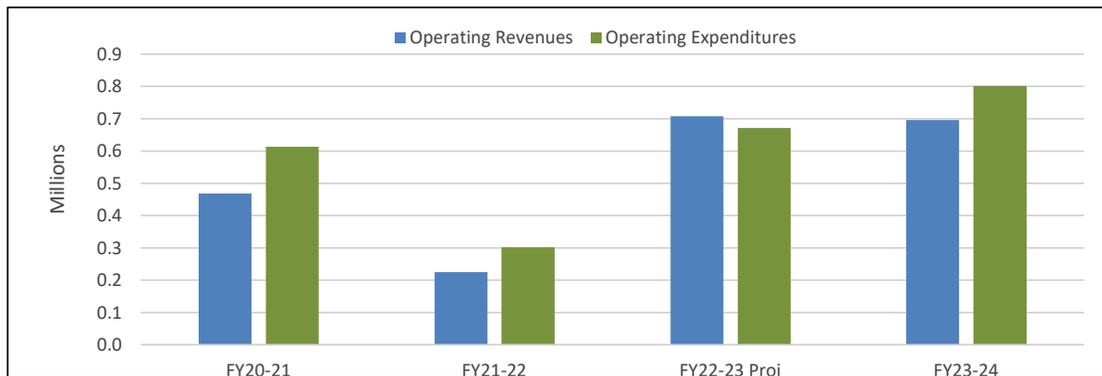
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**CLACKAMAS**  
C O U N T Y



## Property Resources Fund (218)

| <i>Resources and Requirements by Fund</i>           | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Amended | FY22-23<br>Projected YE | FY23-24<br>Adopted |
|---|-------------------|-------------------|--------------------|-------------------------|--------------------|
| <b>Resources by Category</b>                        |                   |                   |                    |                         |                    |
| Beginning Fund Balance                              | 2,639,879         | 2,495,487         | 2,326,718          | 2,418,425               | 2,380,168          |
| <b>Current Revenues</b>                             |                   |                   |                    |                         |                    |
| Federal, State, Local, All Other Gifts & Donations  | -                 | -                 | -                  | -                       | -                  |
| Charges, Fees, License, Permits, Fines, Assessments | 300,000           | -                 | 300,000            | 300,000                 | 400,000            |
| Revenue from Bonds & Other Debts                    | -                 | 10,500            | -                  | -                       | -                  |
| All Other Revenue Resources                         | 168,374           | 214,737           | 378,800            | 408,000                 | 295,711            |
| <b>Subtotal Current Revenues</b>                    | <b>468,374</b>    | <b>225,237</b>    | <b>678,800</b>     | <b>708,000</b>          | <b>695,711</b>     |
| <b>Total Resources</b>                              | <b>3,108,251</b>  | <b>2,720,724</b>  | <b>3,005,518</b>   | <b>3,126,425</b>        | <b>3,075,879</b>   |
| <b>Requirements by Category</b>                     |                   |                   |                    |                         |                    |
| <b>Current Expenditures</b>                         |                   |                   |                    |                         |                    |
| Personnel Services                                  | 153,117           | 85,839            | 158,954            | 158,481                 | 175,412            |
| Materials and Services                              | 459,648           | 216,461           | 505,168            | 512,776                 | 621,300            |
| Capital Outlay                                      | -                 | -                 | 610,000            | -                       | 5,000              |
| <b>Subtotal Current Expenditures</b>                | <b>612,765</b>    | <b>302,299</b>    | <b>1,274,122</b>   | <b>671,257</b>          | <b>801,712</b>     |
| Special Payments                                    | -                 | -                 | 135,000            | 75,000                  | 249,047            |
| Transfers   | -                 | -                 | 100,000            | -                       | -                  |
| Reserve for Future Expenditures                     | -                 | -                 | 1,397,896          | -                       | 1,268,729          |
| Contingency   | -                 | -                 | 98,500             | -                       | 756,391            |
| <b>Total Requirements</b>                           | <b>612,763</b>    | <b>302,299</b>    | <b>3,005,518</b>   | <b>746,257</b>          | <b>3,075,879</b>   |
| Revenue Less Expenses                               | 2,495,488         | 2,418,425         | -                  | 2,380,168               | -                  |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



### Description of Fund

The Transportation System Development Charge (TSDC) Program was established in 1993 to construct new road facilities and to address the increased capacity needs in arterial, boulevard, connector, and collector roads resulting from new development throughout the County. New and expanded development in Clackamas County will use existing excess road capacity. These developments contribute to the need for increased capacity roads and the development charge provides the developer's share of the funding for increasing the capacity of these facilities, based on the vehicle trips being generated. The TSDC equitably spreads the cost of these increased capacity road projects to new and expanded development within Clackamas County.

Historically, the county had two funds for collecting transportation system development charges. We combined these two funds and track the revenue using unique program numbers.

- Countywide TSDCs collected in the unincorporated area are receipted into Fund 223 to track the revenue and expenses, the use of which is restricted by the Oregon Revised Statutes.
- With the dissolution of the Joint District on January 1, 2018, we chose to move the County's distribution of Joint Area funds into Fund 223 to be held for future county projects within the Joint District boundary.

### Revenue Summary

Revenues for the Transportation System Development Charge Program are included in the total permit fees that are collected for on-site development and building permits that are issued approving development that increases vehicle trips. This can include new construction and redevelopment projects that change the use of the site.

### Expenditure Summary

Funds are transferred as needed as eligible projects are brought from the preliminary planning and design stage through to the construction phase.

### Significant Issues & Changes

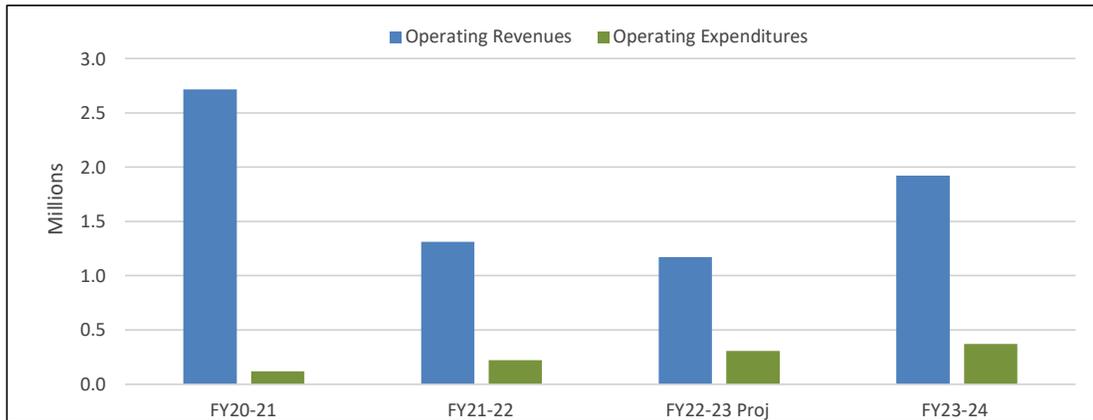
The SDC revenue requires a matching revenue source. Only a percentage of each project in the area can be funded with system development charges. The amount eligible for SDC funding is based on the additional transportation capacity needed to serve new development that will use existing excess road capacity. Before the collected TSDC revenue can be applied to an active project the county must identify the additional revenue source(s).

Clackamas County staff has strived to use this revenue on eligible projects in conjunction with secured federal, state, and local funding sources as funding becomes available. Pairing these limited funding sources is the most efficient method of using SDC funding to construct needed capacity improvements in the county.



## Countywide Transportation SDC Fund (223)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|---|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Resources by Category</b>                        |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                              | 15,904,310                | 18,088,294                | 17,844,219                 | 18,100,528                      | 17,776,800                 |
| <b>Current Revenues</b>                             |                           |                           |                            |                                 |                            |
| Charges, Fees, License, Permits, Fines, Assessments | 2,530,551                 | 1,241,867                 | 2,550,750                  | 1,020,702                       | 1,772,200                  |
| All Other Revenue Resources                         | 184,793                   | 69,338                    | 200,000                    | 151,200                         | 150,000                    |
| Other Interfund Transfers                           | -                         | -                         | -                          | -                               | -                          |
| <b>Subtotal Current Revenues</b>                    | <b>2,715,344</b>          | <b>1,311,204</b>          | <b>2,750,750</b>           | <b>1,171,902</b>                | <b>1,922,200</b>           |
| <b>Total Resources</b>                              | <b>18,619,654</b>         | <b>19,399,499</b>         | <b>20,594,969</b>          | <b>19,272,430</b>               | <b>19,699,000</b>          |
| <b>Requirements by Category</b>                     |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                         |                           |                           |                            |                                 |                            |
| Materials and Services                              | 107,303                   | 140,971                   | 159,990                    | 93,170                          | 370,488                    |
| Capital Outlay                                      | 12,930                    | 81,339                    | 300,100                    | 215,000                         | -                          |
| <b>Subtotal Current Expenditures</b>                | <b>120,233</b>            | <b>222,310</b>            | <b>460,090</b>             | <b>308,170</b>                  | <b>370,488</b>             |
| Special Payments                                    | 8,832                     | 1,076,661                 | -                          | -                               | -                          |
| Transfers   | 402,294                   | -                         | 1,100,000                  | 1,187,460                       | 3,987,711                  |
| Reserve for Future Expenditures                     | -                         | -                         | 17,034,879                 | -                               | 9,840,801                  |
| Contingency   | -                         | -                         | 2,000,000                  | -                               | 5,500,000                  |
| <b>Total Requirements</b>                           | <b>531,360</b>            | <b>1,298,971</b>          | <b>20,594,969</b>          | <b>1,495,630</b>                | <b>19,699,000</b>          |
| Revenue Less Expense                                | 18,088,294                | 18,100,528                | -                          | 17,776,800                      | -                          |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Public Land Corner Preservation Fund (PLCPF) was originally authorized by the Oregon Legislature in 1985 to provide a funding mechanism for the preservation and re-establishment of the Public Land Survey System (PLSS), which was originally implemented by the Federal Government in the early-1850s. Oregon Law places the responsibility for the preservation and maintenance of the PLSS with the County Surveyor.

These monuments (survey markers) comprise the basic infrastructure of all property descriptions in Clackamas County and Oregon. The PLSS monuments are used by surveyors, map makers, planners, GIS systems, local, state, and federal agencies, and the public to establish the boundaries of the property. This fund exists to maintain, protect and re-monument those survey markers in Clackamas County.

**Revenue Summary**

The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages, and other documents related to real property. Increasing interest rates greatly impact this fund's revenue, with low interest rates increasing funding and high rates resulting in lower revenue.

**Expenditure Summary**

The most significant expenditures are for personnel services. The very nature of the work is labor intensive and requires significant personnel time in research, field operations, re-monumentation, and the preparation of reports.

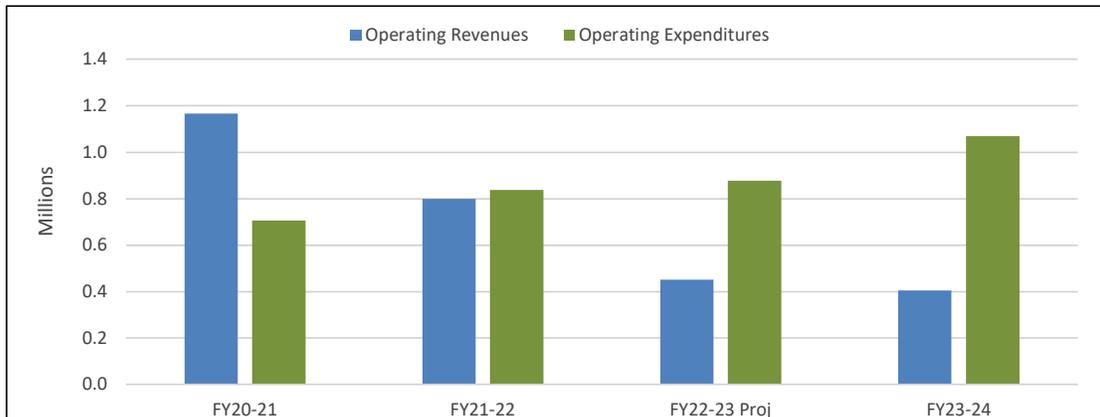
**Significant Issues & Changes**

The current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time. Therefore, the need to monitor expenses is crucial since the revenue does not keep up with inflation and current costs.



## Public Land Corner Preservation Fund (224)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21</b>   | <b>FY21-22</b>   | <b>FY22-23</b>   | <b>FY22-23</b>      | <b>FY23-24</b>   |
|---|------------------|------------------|------------------|---------------------|------------------|
|   | <b>Actual</b>    | <b>Actual</b>    | <b>Amended</b>   | <b>Projected YE</b> | <b>Adopted</b>   |
| <b><u>Resources by Category</u></b>                 |                  |                  |                  |                     |                  |
| Beginning Fund Balance                              | 1,049,673        | 1,508,968        | 1,507,328        | 1,471,280           | 1,044,189        |
| <b>Current Revenues</b>                             |                  |                  |                  |                     |                  |
| Federal, State, Local, All Other Gifts & Donations  | 7,655            | -                | -                | -                   | -                |
| Charges, Fees, License, Permits, Fines, Assessments | 1,137,332        | 791,452          | 875,000          | 449,200             | 404,280          |
| Revenue from Bonds & Other Debts                    | 7,756            | -                | -                | -                   | -                |
| All Other Revenue Resources                         | 13,135           | 7,903            | -                | 925                 | -                |
| <b>Subtotal Current Revenues</b>                    | <b>1,165,878</b> | <b>799,355</b>   | <b>875,000</b>   | <b>450,125</b>      | <b>404,280</b>   |
| <b>Total Resources</b>                              | <b>2,215,550</b> | <b>2,308,324</b> | <b>2,382,328</b> | <b>1,921,405</b>    | <b>1,448,469</b> |
| <b><u>Requirements by Category</u></b>              |                  |                  |                  |                     |                  |
| <b>Current Expenditures</b>                         |                  |                  |                  |                     |                  |
| Personnel Services                                  | 541,720          | 658,485          | 838,404          | 697,266             | 858,589          |
| Materials and Services                              | 164,862          | 168,058          | 228,510          | 179,950             | 210,138          |
| Capital Outlay                                      | -                | 10,500           | -                | -                   | -                |
| <b>Subtotal Current Expenditures</b>                | <b>706,582</b>   | <b>837,043</b>   | <b>1,066,914</b> | <b>877,216</b>      | <b>1,068,727</b> |
| Reserve for Future Expenditures                     | -                | -                | 1,040,414        | -                   | 219,433          |
| Contingency   | -                | -                | 275,000          | -                   | 160,309          |
| <b>Total Requirements</b>                           | <b>706,582</b>   | <b>837,043</b>   | <b>2,382,328</b> | <b>877,216</b>      | <b>1,448,469</b> |
| Revenue Less Expense                                | 1,508,968        | 1,471,280        | -                | 1,044,189           | -                |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

In March, the American Rescue Plan Act of 2021 (ARPA) was signed into law. The bill gave emergency funding for state, local, territorial, and tribal governments to provide relief to support public health response work and equitable economic recovery. In anticipation of the funding and tight regulatory controls, a new fund, Special Grants Fund (230), was created to easily identify and report on the budget expenditures for ARPA.

In May 2021, Clackamas County received approximately \$40.6 million of ARPA funds, and received a similar amount in 2022 for a total of \$81.2 million. To date, 85.1%, or \$69.2 million, of the funds have been committed with \$12.1 million remaining.

**Revenue Summary**

The \$326 million in ARPA funding is budgeted in the following revenue sections: beginning fund balance, Federal, State, Local, All Other Gifts & Donations, and other revenue resources..

**Expenditure Summary**

ARPA funds are budgeted in the following categories, Personnel Services, Materials and Services, Capital Outlay, and Special Payments. As funding is awarded, budget amendments will be necessary to ensure compliance with Oregon Local Budget Law.

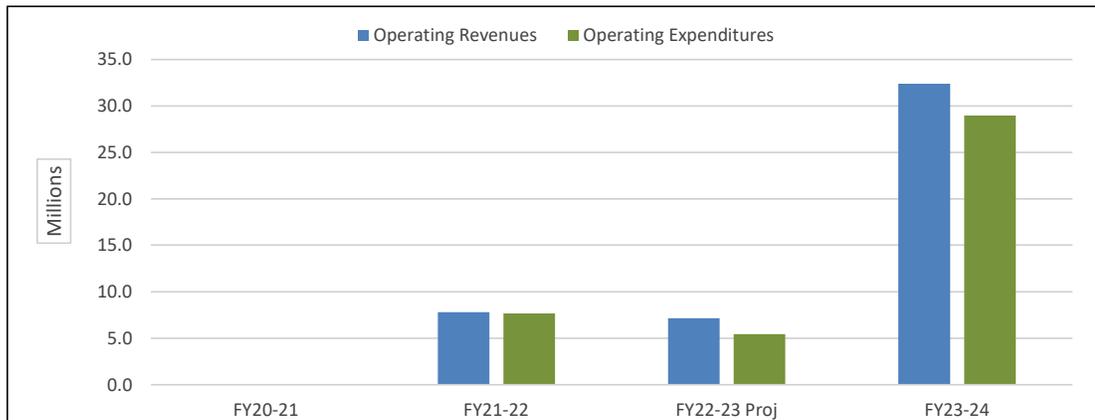
**Significant Issues & Changes**

The ARPA funding is a historic grant that has given jurisdictions a great opportunity. With an historic opportunity comes challenges. These challenges include reporting requirements to the US Treasury. Many of the reporting requirements are very detailed and create a burden for some organizations that may receive the funds. It is important as the stewards of this funding to ensure that all receiving funds are appropriately educated and prepared to receive federal funds as well as provide support throughout the funding period.



## Special Grants Fund (230)

| <i>Resources and Requirements by Fund</i>          | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|--|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b><u>Resources by Category</u></b>                |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                             | -                         | 8,715                     | 11,882,522                 | 107,419                         | 300,000                    |
| <b>Current Revenues</b>                            |                           |                           |                            |                                 |                            |
| Federal, State, Local, All Other Gifts & Donations | -                         | 7,640,588                 | 48,980,191                 | 6,942,138                       | 32,330,360                 |
| All Other Revenue Resources                        | 8,715                     | 143,291                   | 160,000                    | 192,581                         | 39,000                     |
| <b>Subtotal Current Revenues</b>                   | <b>8,715</b>              | <b>7,783,879</b>          | <b>49,140,191</b>          | <b>7,134,719</b>                | <b>32,369,360</b>          |
| <b>Total Resources</b>                             | <b>8,715</b>              | <b>7,792,594</b>          | <b>61,022,713</b>          | <b>7,242,138</b>                | <b>32,669,360</b>          |
| <b><u>Requirements by Category</u></b>             |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                        |                           |                           |                            |                                 |                            |
| Personnel Services                                 | -                         | 5,862,540                 | 2,203,136                  | 416,885                         | 700,497                    |
| Materials and Services                             | -                         | 1,463,310                 | 18,947,684                 | 4,076,165                       | 1,180,805                  |
| Capital Outlay                                     | -                         | 359,326                   | 7,366,588                  | 949,088                         | 27,098,058                 |
| <b>Subtotal Current Expenditures</b>               | <b>-</b>                  | <b>7,685,176</b>          | <b>28,517,408</b>          | <b>5,442,138</b>                | <b>28,979,360</b>          |
| Special Payments                                   | -                         | -                         | 19,577,655                 | 1,500,000                       | 3,690,000                  |
| Transfers  | -                         | -                         | 12,927,650                 | -                               | -                          |
| <b>Total Requirements</b>                          | <b>-</b>                  | <b>7,685,176</b>          | <b>61,022,713</b>          | <b>6,942,138</b>                | <b>32,669,360</b>          |
| Revenue Less Expense                               | 8,715                     | 107,419                   | -                          | 300,000                         | -                          |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Health, Housing, and Human Services (H3S) Fund aligns its programs with the Clackamas County priority areas to Ensure Healthy, Safe, and Secure Communities and a Vibrant Economy. The H3S Fund accounts for the H3S Director’s Office, the Behavioral Health Division, the Children, Family, and Community Connections Division, the Housing & Community Development Division, the Public Health Division, and the Social Services Division. Clackamas Health Centers and the Housing Authority of Clackamas County are accounted for in their respective fund. The overall management of the H3S Fund, the Health Centers Fund, and the Housing Authority Fund are through the H3S Director’s Office, which provides departmental oversight of programs, services, contracts, procurement, budget, finance, grants, personnel, quality improvement, and performance management.

**Revenue Summary**

The H3S Fund's total revenue is \$237,056,100, which primarily includes federal, state, and local grants. The H3S Fund is supported through contracts, grants, fees, fines, licenses, and charges for services, including patient fees and inspection fees. The H3S Fund is budgeted to receive General Fund support, which provides funding for the operations of programs. The H3S Director’s Office closely monitors revenues at all levels of the H3S Fund. The H3S Director’s Office coordinates and manages all H3S lines of business to utilize funds efficiently, assures the greatest delivery of services with current resources, and strategically seeks new funding opportunities that are not dependent on the County General Fund.

**Expenditure Summary**

The H3S Fund supports 454.07 full-time employees (FTE). Personnel Services is \$63,612,949. Materials and Services are \$93,027,893. Items classified as materials and services include office rental, postage, printing, supplies, professional services, and program expenses. Contingency amounts to \$10,734,523 which is restricted for program and service delivery. The H3S Fund continues to control costs while maintaining the highest level of effectiveness and delivery of quality services.

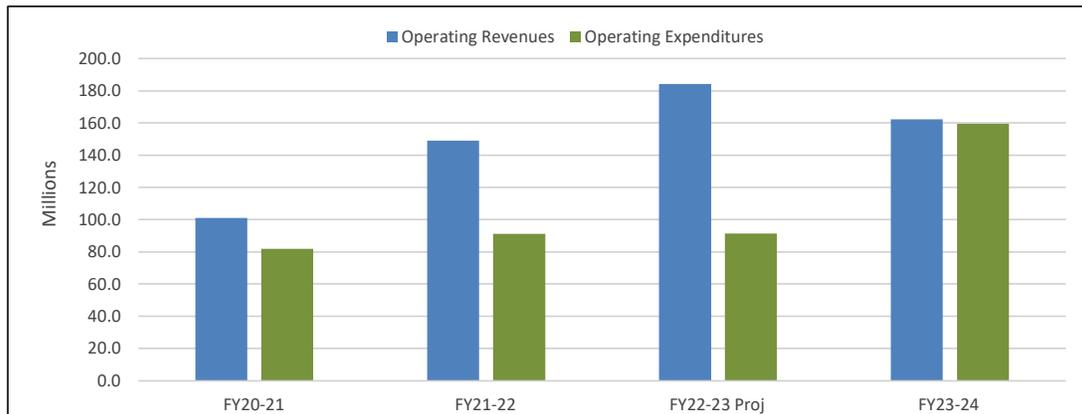
**Significant Issues & Changes**

The Health, Housing, and Human Services Fund increased as a result of the Supportive Housing Services Bond funds within the new Housing & Community Development Division, which continues to expand services to assist members of the community currently experiencing or at risk of houselessness, and the integration of the Resolution Services, previously a separate department, within the Children Family & Community Connections division. The division continues to expand services to assist members of the community currently experiencing or at risk of houselessness. Previous levels of response to COVID-19 have been demobilized as funding sunsets and needs decrease. The H3S fund continues to face budget challenges due to reductions in the General Fund and increased internal infrastructure costs. In response, evaluation of programs was done and mandated programs were given priority. As a result of this, the Socials Services, Retired Senior Volunteer Program (RSVP) was eliminated.



### Health, Housing & Human Services Fund (240)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|---|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Resources by Category</b>                        |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                              | 15,980,676                | 18,621,431                | 21,705,623                 | 50,284,543                      | 74,660,829                 |
| <b>Current Revenues</b>                             |                           |                           |                            |                                 |                            |
| Federal, State, Local, All Other Gifts & Donations  | 81,039,362                | 123,171,920               | 132,245,755                | 163,034,665                     | 138,128,853                |
| Charges, Fees, License, Permits, Fines, Assessments | 9,354,469                 | 11,170,498                | 13,065,953                 | 10,654,593                      | 12,625,694                 |
| Revenue from Bonds & Other Debts                    | 665,395                   | 5,791,019                 | 488,000                    | 435,940                         | 260,000                    |
| All Other Revenue Resources                         | 649,570                   | 396,572                   | 1,447,900                  | 1,212,373                       | 1,304,617                  |
| Other Interfund Transfers                           | 9,278,005                 | 63,000                    | 715,310                    | 234,200                         | -                          |
| General Fund Support                                | -                         | 8,310,448                 | 9,720,017                  | 8,674,105                       | 10,076,107                 |
| <b>Subtotal Current Revenues</b>                    | <b>100,986,801</b>        | <b>148,903,458</b>        | <b>157,682,935</b>         | <b>184,245,875</b>              | <b>162,395,271</b>         |
| <b>Total Resources</b>                              | <b>116,967,477</b>        | <b>167,524,889</b>        | <b>179,388,558</b>         | <b>234,530,418</b>              | <b>237,056,100</b>         |
| <b>Requirements by Category</b>                     |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                         |                           |                           |                            |                                 |                            |
| Personnel Services                                  | 40,454,995                | 42,524,530                | 61,381,569                 | 48,670,806                      | 63,612,949                 |
| Materials and Services                              | 40,381,988                | 48,428,460                | 48,011,269                 | 42,438,760                      | 93,027,893                 |
| Capital Outlay                                      | 1,091,711                 | 224,032                   | 17,168,573                 | 201,452                         | 2,729,791                  |
| <b>Subtotal Current Expenditures</b>                | <b>81,928,693</b>         | <b>91,177,023</b>         | <b>126,561,411</b>         | <b>91,311,018</b>               | <b>159,370,632</b>         |
| Debt Service  | 2,591                     | 21,392                    | -                          | -                               | -                          |
| Special Payments                                    | 15,993,664                | 26,029,708                | 41,924,394                 | 32,548,750                      | 57,155,752                 |
| Transfers   | 421,099                   | 12,213                    | 12,220                     | 36,039,740                      | 461,797                    |
| Reserve for Future Expenditures                     | -                         | -                         | 100,000                    | -                               | 9,333,396                  |
| Contingency   | -                         | -                         | 10,790,533                 | -                               | 10,734,523                 |
| <b>Total Requirements</b>                           | <b>98,346,046</b>         | <b>117,240,335</b>        | <b>179,388,558</b>         | <b>159,899,508</b>              | <b>237,056,100</b>         |
| Revenue Less Expense                                | 18,621,431                | 50,284,554                | -                          | 74,630,911                      | -                          |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Clackamas Health Centers Fund aligns its programs with the Clackamas County priority areas to Ensure Healthy, Safe, and Secure Communities. The Clackamas Health Centers, a Federally Qualified Health Center (FQHC), is a mission-driven organization that works to promote the oral, physical, and mental health of its community members and strives to prevent disease, injury, and disability.

Our clinics are in Clackamas, Gladstone, Milwaukie, Oregon City, Happy Valley, and Sandy for easy access by the community. Under Section 330 of the Public Health Service Act, the Health Centers Division provides health care to Oregon Health Plan members, Medicare recipients, and uninsured and underinsured families in Clackamas County.

The division is organized as follows:

**Administration & Finance** provides centralized administrative management services across all the division's service areas. Administrative services include quality improvement, medical records, contracts, policy development, and the management of the 340B Pharmacy Program, which provides discounted outpatient drugs. Financial services include medical billing, accounting, grant management, and budgeting.

**Primary Care Program** provides comprehensive health services at three primary care clinics. These resources allow providing comprehensive health services to be provided to patients focusing on the treatment and improvement of the physical and mental health of each patient.

**Gladstone Pediatric Clinic and the School-based Health Centers Program** provide comprehensive health services at one pediatric primary care clinic and four school-based health centers. These resources allow comprehensive health services to be provided to patients focusing on the treatment and improvement of the physical and mental health of each patient.

**Dental Program** provides comprehensive dental services at four dental clinics with a focus on treating and improving the oral health of each patient. Preventative dental services are also available at two school-based health centers.

**Behavioral Health Centers Program** provides a variety of mental health and addiction treatment services to children, adolescents, adults, and their families. Services include case management, individual and group therapy, short-term stabilization outside a hospital setting, and court-ordered mental health and addiction service programs.

**Revenue Summary**

The Health Centers Division projected FY23-24 budget is \$72 million. It receives the majority of its revenue from charges for services in conjunction with a combination of federal and state funding. Budget assumptions for FY23-24 revenue predict conservative growth in existing revenue streams when compared to FY22-23 budget totals.

**Expenditure Summary**

In the FY23-24 budget, personnel services costs account for about 60% of total expenditures and support 273.49 FTE. Materials and Services and Cost Allocations are operating expenditures, which account for 17% of the budget. The remaining 23% is budgeted as Contingency, which represents the resources available for unanticipated expenditures as well as funding for the behavioral health relocation. The use of contingency requires prior approval by the Board of County Commissioners and the Clackamas County Community Health Council.

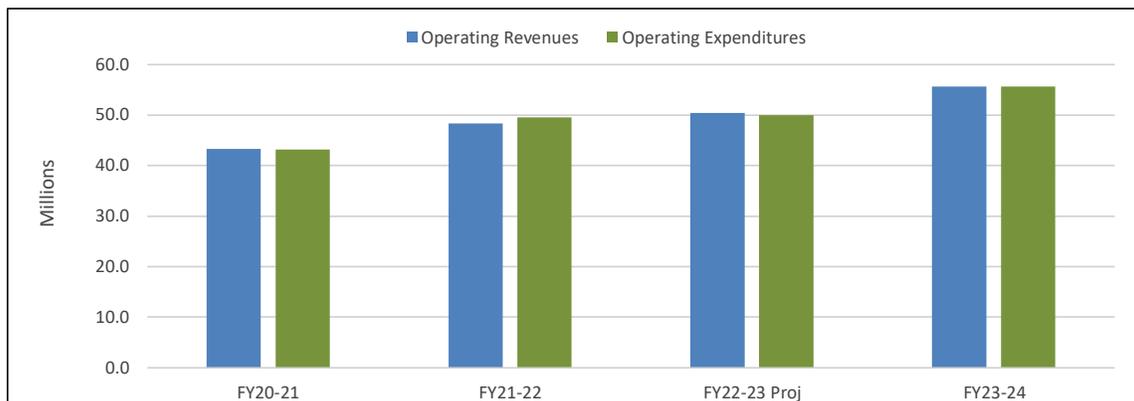
**Significant Issues & Changes**

Health Centers behavioral health services transitioned to a temporary location in December 2022. The temporary location does not adequately support the need for in-person services. Services in a permanent location are planned to begin in early 2024. Transitions may cause a disruption in services and revenue generated in addition to the added expense of purchasing and improving a permanent location. Monitoring and managing revenue and expenditures, which can be impacted by federal and state legislation, will continue to be a top priority. The division continues to work toward revenue growth, sustainable operations, and the expansion of healthcare services by investing in underserved areas.



## Clackamas Health Centers Fund (253)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|---|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Resources by Category</b>                        |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                              | 17,319,445                | 17,472,869                | 11,842,567                 | 16,308,015                      | 16,771,886                 |
| <b>Current Revenues</b>                             |                           |                           |                            |                                 |                            |
| Federal, State, Local, All Other Gifts & Donations  | 9,497,377                 | 8,470,589                 | 7,832,684                  | 10,107,551                      | 5,844,880                  |
| Charges, Fees, License, Permits, Fines, Assessments | 33,093,222                | 38,892,006                | 42,896,092                 | 40,150,761                      | 49,543,310                 |
| Revenue from Bonds & Other Debts                    | 45,963                    | 45,963                    | 45,970                     | 45,963                          | 45,960                     |
| All Other Revenue Resources                         | 203,860                   | 496,563                   | 182,230                    | 167,880                         | 170,230                    |
| Other Interfund Transfers                           | 518,909                   | -                         | -                          | -                               | -                          |
| General Fund Support                                | -                         | 496,039                   | -                          | -                               | 52,510                     |
| <b>Subtotal Current Revenues</b>                    | <b>43,359,332</b>         | <b>48,401,160</b>         | <b>50,956,976</b>          | <b>50,472,155</b>               | <b>55,656,890</b>          |
| <b>Total Resources</b>                              | <b>60,678,777</b>         | <b>65,874,029</b>         | <b>62,799,543</b>          | <b>66,780,170</b>               | <b>72,428,776</b>          |
| <b>Requirements by Category</b>                     |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                         |                           |                           |                            |                                 |                            |
| Personnel Services                                  | 31,878,009                | 33,321,456                | 40,407,554                 | 36,778,452                      | 43,660,894                 |
| Materials and Services                              | 10,829,234                | 11,346,124                | 10,549,423                 | 12,411,183                      | 11,995,996                 |
| Capital Outlay                                      | 495,929                   | 4,898,434                 | -                          | 818,649                         | -                          |
| <b>Subtotal Current Expenditures</b>                | <b>43,203,172</b>         | <b>49,566,014</b>         | <b>50,956,977</b>          | <b>50,008,284</b>               | <b>55,656,890</b>          |
| Special Payments                                    | 2,736                     | -                         | -                          | -                               | -                          |
| Transfers   | -                         | -                         | -                          | -                               | -                          |
| Contingency   | -                         | -                         | 11,842,567                 | -                               | 16,771,886                 |
| <b>Total Requirements</b>                           | <b>43,205,908</b>         | <b>49,566,014</b>         | <b>62,799,543</b>          | <b>50,008,284</b>               | <b>72,428,776</b>          |
| Revenue Less Expense                                | 17,472,869                | 16,308,015                | -                          | 16,771,886                      | -                          |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

In July 1980, Clackamas County voters, in a special election, approved the Transient Room Tax Ordinance. This ordinance and its amendment, voter-approved in September 1985, set forth a complex formula by which revenues collected by this tax were to be distributed. In June 1992, voters once again amended this ordinance, rewriting certain aspects of it. A nine-member citizen Tourism Development Council was appointed to oversee tourism development and promotion in Clackamas County.

In July 2020 this fund became the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and delivered by Clackamas County Tourism. This change was done to streamline the County's accounting process and eliminated Fund 256 the Tourism Development Fund.

**Revenue Summary**

New transient room tax receipts, anticipated at \$5.3 million, provide nearly all the revenue for this fund.

The Transient Room Tax Ordinance (TRT) specifies that after an allotment to the Clackamas County Fair and a 2% administrative fee taken by the Finance Department are transferred out, "The balance shall be placed with the County Treasurer for deposit until transferred to the TDC monthly to pay expenditures authorized." This fund has become the repository for those transfers from the Transient Room Tax Fund. The remaining revenue is regional funds, interest, miscellaneous fees and sales, reimbursements, and monies carried forward from the prior fiscal year.

**Expenditure Summary**

The Clackamas County Fair is guaranteed an annual income indexed for inflation, under the amended Transient Room Tax Ordinance. The balance of all revenues collected, less a 2% administrative service charge (shown in materials and services), is distributed to the Tourism Development Council Fund. This fiscal year the interfund transfer reflects an expenditure of \$589,230 for the County Fair and \$4,510,731 for the Tourism Development Council (reflected under Transient Room Tax revenue).

**Significant Issues & Changes**

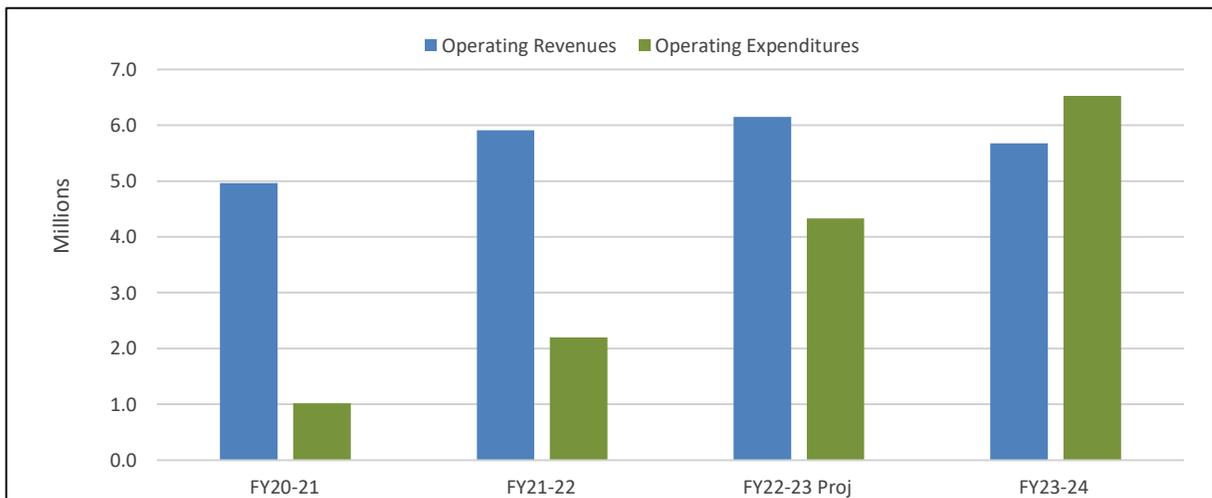
In Fiscal Year (FY) 2019-20 TRT revenue dropped precipitously due to the pandemic. Revenue for FY 2020-21 was forecasted to be deeply impacted as well. As a result, Tourism reduced staff and programming but continued to implement the Tourism Master Plan on behalf of the TDC. Tourism became a division of Administration. This impacted the County's revenue for the administration of the TRT by the Finance Department. There was no change to the revenue for the County Fair.

TRT collections in FY 2020-21, FY 2021-22, and FY 2022-23 were higher than anticipated. Transient Room Tax collections exceeded pre-pandemic levels in FY 2021-22 and FY 2022-23. Beginning fund balance reflects the unique circumstances of the pandemic impact and recovery. FY 2023-24 budget maintains the Tourism program contingency equal to one year of revenue so each fiscal year's budget spends the collections from the prior year. This is a change from previous budgeting where revenue was forecasted collections for the same year.



## Transient Lodging Tax Fund (255)

| <i>Resources and Requirements by Fund</i>          | <b>FY20-21</b>   | <b>FY21-22</b>   | <b>FY22-23</b>    | <b>FY22-23</b>      | <b>FY23-24</b>    |
|--|------------------|------------------|-------------------|---------------------|-------------------|
|  | <b>Actual</b>    | <b>Actual</b>    | <b>Amended</b>    | <b>Projected YE</b> | <b>Adopted</b>    |
| <b><u>Resources by Category</u></b>                |                  |                  |                   |                     |                   |
| Beginning Fund Balance                             | 732,078          | 3,186,872        | 7,691,007         | 6,382,569           | 7,126,829         |
| <b>Current Revenues</b>                            |                  |                  |                   |                     |                   |
| Federal, State, Local, All Other Gifts & Donations | 377,711          | 471,150          | 319,731           | 319,731             | 424,000           |
| Revenue from Bonds & Other Debts                   | -                | -                | -                 | 14,500              | -                 |
| All Other Revenue Resources                        | 3,623,163        | 5,438,293        | 4,769,195         | 5,816,219           | 5,249,961         |
| Other Interfund Transfers                          | 961,809          | -                | -                 | -                   | -                 |
| <b>Subtotal Current Revenues</b>                   | <b>4,962,683</b> | <b>5,909,443</b> | <b>5,088,926</b>  | <b>6,150,450</b>    | <b>5,673,961</b>  |
| <b>Total Resources</b>                             | <b>5,694,762</b> | <b>9,096,316</b> | <b>12,779,933</b> | <b>12,533,019</b>   | <b>12,800,790</b> |
| <b><u>Requirements by Category</u></b>             |                  |                  |                   |                     |                   |
| <b>Current Expenditures</b>                        |                  |                  |                   |                     |                   |
| Personnel Services                                 | 461,541          | 990,589          | 1,421,292         | 1,421,293           | 1,516,984         |
| Materials and Services                             | 553,726          | 1,206,569        | 5,917,129         | 2,906,597           | 5,006,835         |
| <b>Subtotal Current Expenditures</b>               | <b>1,015,267</b> | <b>2,197,158</b> | <b>7,338,421</b>  | <b>4,327,890</b>    | <b>6,523,818</b>  |
| Special Payments                                   | 255,815          | -                | 525,000           | 525,000             | 700,000           |
| Transfers  | 1,236,808        | 516,588          | 555,000           | 553,300             | 589,230           |
| Contingency  | -                | -                | 4,361,512         | -                   | 4,987,742         |
| <b>Total Requirements</b>                          | <b>2,507,890</b> | <b>2,713,746</b> | <b>12,779,933</b> | <b>5,406,190</b>    | <b>12,800,790</b> |
| Revenue Less Expense                               | 3,186,872        | 6,382,570        | -                 | 7,126,829           | -                 |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Forestry and Parks Fund was established to maintain capital reserves to sustain ongoing forest and park capital and operations requirements. Timber harvest activity on County-owned forest land is currently receipted into the fund along with proceeds from land sales. The fund contains the Forestry Program and County Parks Program.

The Forestry Program currently owns and manages 3,200 acres of forestlands. The lands are managed to have healthy forests that produce timber on a sustainable level, protect natural resources, and contribute to jobs in rural communities by providing timber for the local logging, mill, and wood products industries. The net revenue generated from timber sales supports the Forestry Program operations and capital needs, along with contributing to the County Parks operations and capital repair and replacement budget.

The Clackamas County Parks system was created in 1934 with the purchase of property from the Bear Creek Logging Company. This was followed in 1937 by a donation of contiguous property from the US Government under the Roosevelt Administration. This 300-acre property is now known as Eagle Fern Park. The park system has continued to grow, with most of its development occurring in the mid-1960s. Today, the County Parks Program employs full-time staff and hires numerous summer temporary employees to operate and maintain facilities to serve park patrons during the peak season.

The County Parks Program operates 19 park sites in rural Clackamas County. Facilities include:

- Reserved and non-reserved picnic areas
- Recreation vehicle-suitable campsites
- Non-community public-use water systems
- Ball fields, volleyball courts, and children's play structures
- Restroom buildings and caretaker residences
- A boat moorage, marina, and boat launches
- Approximately 1,000 acres of County-owned parkland
- Over 4,000 acres of leased parkland and over 180 acres of mowed turf
- Several miles of County park hiking trails including the popular Stone Creek Golf Club park walking trail
- Natural area parks with river access

**Revenue Summary**

Forestry revenues include major timber sales, interfund transfer from the Department of Transportation and Development Office of Sustainability, and interest.

Parks' revenue includes an interfund transfer from the Stone Creek Golf Club for operations, and a transfer from Forestry to support capital improvements and outreach required to obtain METRO bond funds. Parks also bring in revenue from fees and services. In addition, the County Parks Program will use its share of the Oregon State Parks RV Licensing distribution to fund deferred maintenance projects.

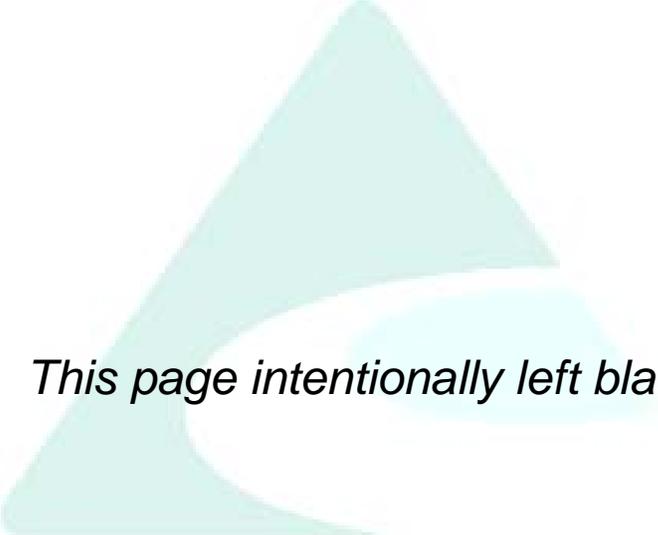
**Expenditure Summary**

Forestry expenditures include personnel services. Materials and services will facilitate timber harvesting costs, provide for the reforestation of newly harvested forest stands, and remove debris from illegal dumpsites. Finally, resources have been budgeted for the potential purchase of additional timberland.

County Parks personnel expenditures are a large portion of the County Parks Program budget. The County Parks Program will continue concentrating on operations and maintenance of the camping and day-use areas in the County parks and at the Boones Ferry Marina. Capital construction costs are also budgeted.

### Significant Issues & Changes

- In 2020, the Forestry program was significantly impacted by devastating wildfires. Approximately 400 acres of County Forest land were burned with several plantations being a total loss. The next regular timber sale in the Forest program's 10-year management plan is scheduled. Program activities focus on harvest activities, replanting, inter-planting, and pre-commercial thinning.
- The Illegal Dump Cleanup program receives funding from Clackamas County Sustainability and Solid Waste division which allows for the continued cleanup of illegal dump sites, abandoned vehicles, and RVs on county-owned properties.
- Parks plans to continue to leverage partnerships to accomplish maintenance and capital projects, including anticipating financial support through State Grants and Metro Bonds. Parks continue to provide safe, healthy outdoor recreational experiences, and continue to be a draw for travel and tourism dollars into our communities.



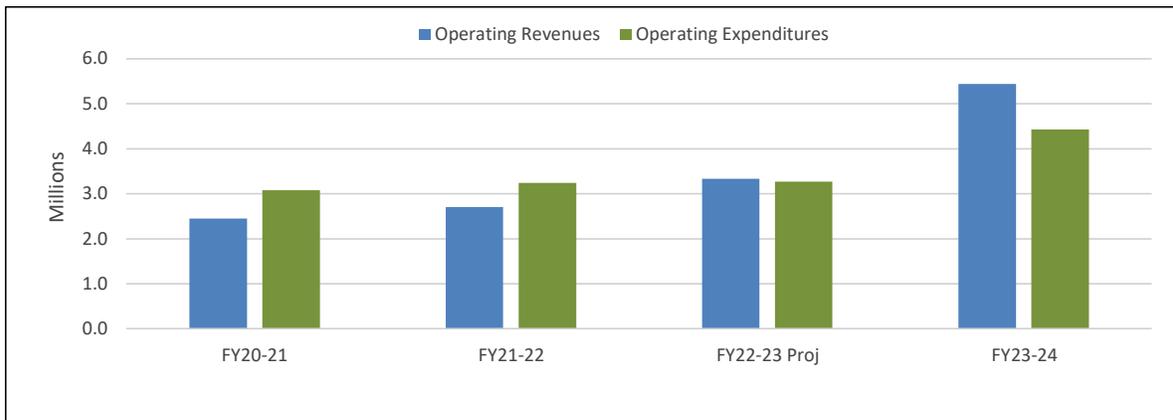
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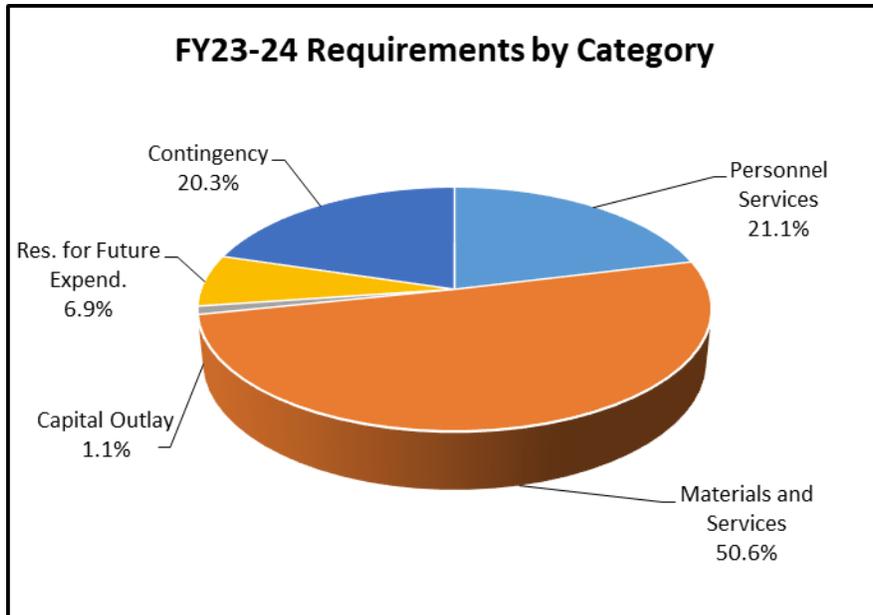
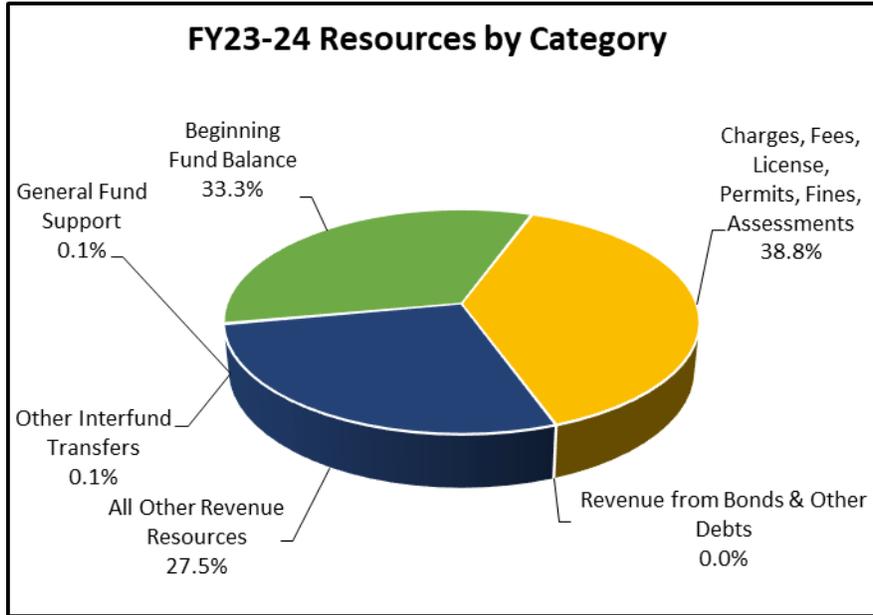
## Forestry & Parks Fund (257)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21</b>   | <b>FY21-22</b>   | <b>FY22-23</b>   | <b>FY22-23</b>      | <b>FY23-24</b>   |
|---|------------------|------------------|------------------|---------------------|------------------|
|   | <b>Actual</b>    | <b>Actual</b>    | <b>Amended</b>   | <b>Projected YE</b> | <b>Adopted</b>   |
| <b>Resources by Category</b>                        |                  |                  |                  |                     |                  |
| Beginning Fund Balance                              | 4,265,180        | 3,636,132        | 3,087,749        | 3,096,275           | 3,162,124        |
| <b>Current Revenues</b>                             |                  |                  |                  |                     |                  |
| Federal, State, Local, All Other Gifts & Donations  | 783,534          | 603,975          | 1,151,611        | 1,159,406           | 951,787          |
| Charges, Fees, License, Permits, Fines, Assessments | 1,200,309        | 1,063,060        | 1,384,517        | 1,099,844           | 1,126,750        |
| Revenue from Bonds & Other Debts                    | 6,165            | 559,212          | 655,200          | 270,000             | 622,020          |
| All Other Revenue Resources                         | 253,915          | 276,816          | 1,938,569        | 263,217             | 2,040,815        |
| Other Interfund Transfers                           | 206,411          | 45,000           | 325,746          | 321,000             | 701,000          |
| General Fund Support                                | -                | 153,910          | 220,200          | 220,200             | -                |
| <b>Subtotal Current Revenues</b>                    | <b>2,450,333</b> | <b>2,701,973</b> | <b>5,675,843</b> | <b>3,333,667</b>    | <b>5,442,372</b> |
| <b>Total Resources</b>                              | <b>6,715,513</b> | <b>6,338,104</b> | <b>8,763,592</b> | <b>6,429,942</b>    | <b>8,604,496</b> |
| <b>Requirements by Category</b>                     |                  |                  |                  |                     |                  |
| <b>Current Expenditures</b>                         |                  |                  |                  |                     |                  |
| Personnel Services                                  | 1,560,085        | 1,550,666        | 1,809,998        | 1,540,098           | 1,771,501        |
| Materials and Services                              | 1,081,231        | 1,488,699        | 1,493,014        | 1,238,130           | 1,607,441        |
| Capital Outlay                                      | 438,066          | 202,463          | 1,763,177        | 489,590             | 1,051,999        |
| <b>Subtotal Current Expenditures</b>                | <b>3,079,383</b> | <b>3,241,829</b> | <b>5,066,189</b> | <b>3,267,818</b>    | <b>4,430,941</b> |
| Special Payments                                    | -                | -                | 2,000            | -                   | -                |
| Reserve for Future Expenditures                     | -                | -                | 3,506,920        | -                   | 3,149,571        |
| Contingency   | -                | -                | 188,482          | -                   | 623,983          |
| <b>Total Requirements</b>                           | <b>3,079,383</b> | <b>3,241,829</b> | <b>8,763,592</b> | <b>3,267,818</b>    | <b>8,604,496</b> |
| Revenue Less Expense                                | 3,636,131        | 3,096,275        | -                | 3,162,124           | -                |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.

# Internal Services Funds



**Funds Included In This Section:**

**Managing Department:**

|     |                             |  |
|-----|-----------------------------|--|
| 744 | Facilities Management Fund  | Facilities                                 |
| 747 | Technology Services Fund    | Technology Services                        |
| 760 | Self-Insurance Fund         | Human Resources                            |
| 761 | Risk Management Claims Fund | Human Resources                            |
| 770 | Fleet Services Fund         | Department of Transportation & Development |



### Description of Fund

Facilities Management provides maintenance and management services to both owned and leased facilities housing County departments. Currently, this includes over 1 million square feet in more than 80 buildings ranging in size from 600 to over 173,000 square feet.

Services provided include (but are not limited to) the following:

- Contract management for janitorial, alarm monitoring, groundskeeping, and other key facilities services
- A complete range of facilities maintenance services including heating, ventilating and air conditioning, plumbing, and electrical repairs, and various preventative maintenance programs
- Consulting, space planning, and project management services on building retrofits, remodels, and new construction
- Access control, alarm and security systems maintenance, annual testing, and County-wide ID/access badging program
- Lease management for County-rented office and storage space
- Utility services including electricity, natural gas, water, sewer, trash, recycling, and energy management
- Construction and remodeling services to County facilities and departments
- 24/7/365 Facilities availability and on-call emergency response
- Declared Emergency support (Essential Personnel)

### Revenue Summary

Revenue for ongoing operations and maintenance comes primarily from charges to building occupant fees collected through the County's cost allocation system, which covers projected expenditures for the coming year.

This cost allocation system of Charges, fees, Licenses, Permits, Fines, and Assessments accounts for 80% of the projected revenue in FY23-24.

Special projects remodels, and new construction is estimated and billed to departments as performed. Approximately 18% of Facilities operating revenue comes from sources outside the cost allocation system.

The remaining 1.9% consists of a beginning fund balance and general fund support for the Courier and Mail Operations program which has moved under Facilities in FY23-24.

### Expenditure Summary

Materials and Services, which account for 48.7% of total expenditures, consist of maintenance services, contracted services, supplies, and regulatory agency fees.

Personnel Services account for 48.8% of this year's expenditures.

Contingency and Capital Outlay account for the remaining 2.5% of planned expenditures.

Utility costs have their revenue and expense accounts budgeted under a separate program (150504) for better tracking and transparency. Utility costs account for 18.5% of the Facilities' budget.

## [FY22-23 Major Accomplishments](#)

- Systems and Software Asset/ Property Management
  - Successfully completed the implementation of our new “Project” module within the Facilities asset management system, zLink. This new module allows us to better track, manage and report on General, Interfund, Funding Authorization, and Capital Projects. Reporting has also been significantly improved to better categorize the various expense types such as labor, materials, and contracted services.
  - Improved capture and tracking of County Buildings and related assets.
- Utility management
  - In FY22-23 we streamlined the utility payment process by setting up online accounts with an auto-pay option to eliminate any potential for late payment and/or utility shutoff etc. This process includes a detailed review of utility usage and charges before the P-card approval in PeopleSoft.
- Construction
  - In FY22-23 we moved our Landscape Maintenance and Project work from Program 150503-Maintenance into 150502-Construction. This change allows us to better manage funds by shifting more of the work in-house.
- Maintenance

In FY22-23 Program 150503-Maintenance increased the focus on preventative maintenance to more proactively maintain buildings and County Assets while reducing the volume of reactive work requests. This increased focus on preventative maintenance will also better align with some of the new Clackamas 2.0 Performance measures which drive productivity while stabilizing the allocated work costs.
- Security and Access control
  - On track to complete the upgrade of the security systems. Work includes additional card access and an upgrade to alarm panels and cameras.
  - Collaboration with Technology Services on the installation of the Alertus notification system. Completed Stokes, Juvenile buildings with PSB to be complete by the end of May.
  - Provided support and security for the BCC public business meetings.
- Major Construction Projects
  - Execution of ancillary construction projects related to the new Clackamas County Courthouse Project that support and align with the existing schedule of FP3 entity.

## [Significant Issues & Changes](#)

- Facilities Management has implemented a dedicated “Emergency/After-Hours On-Call” program that provides the County and our County Partners with 24/7/365 support and response to building maintenance and alarm issues that require immediate action.
  - This requires additional funds to be budgeted under Personnel Services to account for the on-call hours assigned to each of the designated (FDA, FDT, FDS) on-call positions.
- As County Departments look to reduce expenditures and tighten their belts in FY23-24 to support the Courthouse Project, we will likely see a significant decrease in the number of Capital and Interfund Projects submitted to the Facilities Construction team.
  - This creates a funding issue as the Facilities Construction Program (150502) is primarily funded through revenue that is received from work done on Capital and Interfund Projects.
- Need for clearly defined service level agreements and IGAs
  - Without a clearly defined IGA, it is difficult to support other groups’ maintenance requests.
- We are starting to see a significant increase in the volume of after-hours meetings that are being scheduled in the PSB and DSB that require Facilities Lobby Staff to be on-site.
  - This change in demand has resulted in the need to increase the (Part-time/Temporary) hours of Facilities Lobby Staff personnel to provide the required coverage and support.

- Fleet costs are increasing in FY23-24 and will now include a new administrative fee, work order fee along with an increase to shop labor.
  - Facilities Management currently has (43) dedicated Maintenance and Construction vehicles that are serviced by Fleet Services. This change will increase the Leases-Vehicle Rental account line.
- Potential for significant increases to the Utility program expenditures in FY23-24 with projected increases to both Electricity and Natural Gas, as well as the potential for mid-year adjustments that could be staggered throughout the next fiscal year.
  - If utility rates are increased in FY23-24 beyond current projections, we may be required to utilize Contingency funds.
- Courier and Mail Operations has moved from Finance to Facilities in FY23-24.
- Continued impacts related to the P3 Courthouse project
  - Impact to Red Soils Campus, relocation of buildings, roads, and parking lots.

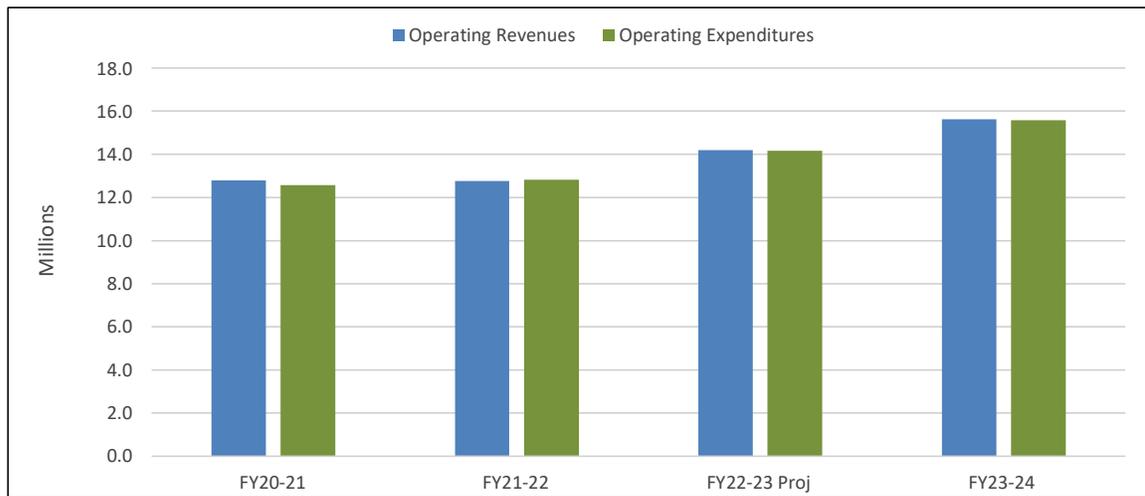
**Facilities Management work in the new fiscal year includes:**

- Provide information, coordination, analysis, and support with financial and asset management services to the Facilities Staff and Occupants of County Facilities.
- Provide coordinated mail processing services, US Mail, and small parcel distribution services to County employees so they can convey mail, small parcels, and other materials most cost-effectively.
- Provide consultation, design, estimation, and project management services to County Departments and Agencies, so they can serve their customers in well-planned facilities.
- Provide preventive and corrective asset maintenance services to County Departments and Agencies, so they can provide services to their customers in a safe, secure, and well-maintained environment.
- Monitor and analyze utility data with a focus on improving the energy usage and operation of buildings to meet County sustainability goals.
- FY23-24 Capital Projects
  - Replacement of obsolete DDC system (control center) with County standard Metasys system. This includes some ductwork modifications to support new controls.
  - Replacement of the MAU unit. This unit serves the ranges and is at the end of its lifecycle
  - Construct Covered Secured Parking Lot-Tied to urban renewal dollars
  - Card access for PSB/DSB-Additional security upgrades to access and entry points.
  - Drill well and construct well shed
  - Drill the well and connect water to the office
  - Re-Key Building to Primus Everest
  - Sealcoat and Repair parking lots
  - Security upgrades including \$300,000 for TS emergency phone installation project.
  - State Court Support Yearly
  - Emergency Response Containers were placed throughout the County in strategic locations.
  - Install 10 EV Charging Stations - Install 10 new EV Charging stations at various County buildings (TBD)
  - Replace flora of various calipers due to ice storm damage
  - Security upgrade including Access system upgrades and window Armorcoat.
  - Re-caulk all exterior openings and protrusions
  - Upgrade upper gravel parking lot per Oregon City and PGE
  - Wash and Relamp -This will replace the lighting tubes and wash the fixtures. This is part of the lifecycle maintenance program.
  - Purchase and installation of a new Key management system
  - Purchase and installation of two 1000-gallon fuel tanks for emergency backup fuel supply



## Facilities Management Fund (744)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21</b>    | <b>FY21-22</b>    | <b>FY22-23</b>    | <b>FY22-23</b>      | <b>FY23-24</b>    |
|---|-------------------|-------------------|-------------------|---------------------|-------------------|
|   | <b>Actual</b>     | <b>Actual</b>     | <b>Amended</b>    | <b>Projected YE</b> | <b>Adopted</b>    |
| <b>Resources by Category</b>                        |                   |                   |                   |                     |                   |
| Beginning Fund Balance                              | 3,011,627         | 2,239,471         | 3,802,434         | 2,171,774           | 209,897           |
| <b>Current Revenues</b>                             |                   |                   |                   |                     |                   |
| Federal, State, Local, All Other Gifts & Donations  | 157,667           | 21,761            | -                 | -                   | -                 |
| Charges, Fees, License, Permits, Fines, Assessments | 10,305,319        | 10,033,719        | 11,358,808        | 11,614,334          | 12,670,851        |
| Revenue from Bonds & Other Debts                    | -                 | 5,175             | -                 | -                   | -                 |
| All Other Revenue Resources                         | 2,328,590         | 2,702,659         | 2,565,410         | 2,585,715           | 2,865,181         |
| General Fund Support                                | -                 | -                 | -                 | -                   | 99,545            |
| <b>Subtotal Current Revenues</b>                    | <b>12,791,576</b> | <b>12,763,314</b> | <b>13,924,218</b> | <b>14,200,049</b>   | <b>15,635,577</b> |
| <b>Total Resources</b>                              | <b>15,803,203</b> | <b>15,002,785</b> | <b>17,726,652</b> | <b>16,371,823</b>   | <b>15,845,474</b> |
| <b>Requirements by Category</b>                     |                   |                   |                   |                     |                   |
| <b>Current Expenditures</b>                         |                   |                   |                   |                     |                   |
| Personnel Services                                  | 5,482,809         | 5,968,202         | 6,865,013         | 6,270,883           | 7,746,715         |
| Materials and Services                              | 6,735,046         | 6,779,895         | 7,390,976         | 7,787,315           | 7,721,271         |
| Capital Outlay                                      | 345,877           | 82,915            | 228,710           | 103,729             | 106,711           |
| <b>Subtotal Current Expenditures</b>                | <b>12,563,732</b> | <b>12,831,011</b> | <b>14,484,699</b> | <b>14,161,927</b>   | <b>15,574,697</b> |
| Transfers   | 1,000,000         | -                 | 2,000,000         | 2,000,000           | -                 |
| Contingency   | -                 | -                 | 1,241,952         | -                   | 270,776           |
| <b>Total Requirements</b>                           | <b>13,563,732</b> | <b>12,831,012</b> | <b>17,726,652</b> | <b>16,161,927</b>   | <b>15,845,474</b> |
| Revenue Less Expense                                | 2,239,471         | 2,171,773         | -                 | 209,897             | -                 |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

Technology Services (TS) is an internal service fund providing technology direction, support, and services for County departments, some outside agencies, and many services to the public. In FY2021-22, the 747 TS Fund and 746 Telecomm Services Fund (both divisions of Technology Services) were combined into one fund 747 as part of the Chart of Accounts reorganization. Primary responsibilities include:

- Technology administration, including policy recommendations and setting of standards, for the County;
- Infrastructure services such as; storage, backups, user management, monitoring, operations, email, server support, virtualization, networking, security, mobility, databases, and other critical systems;
- Cloud solution management services and security (SaaS, PaaS, Hosted, etc);
- Application design, development, and support; including vendor and document management;
- Administration, design, and support of the enterprise telecommunications network, voice servers, voicemail, long-distance, call centers, unified communications, WebRTC, Voice over IP, business services, & Private Network E911;
- Web development and technology support including Internet / Intranet / Mobile support of security and applications, workflow solutions, and applications integration;
- Technology security inclusive of anti-virus, anti-malware, firewalls, alerts, permissions, intrusion detection, SPAM, mobile security, multi-factor, encryption, audit and compliance management, etc.;
- Server management including physical and virtual systems, web servers, database servers, and application hosting (SaaS);
- Storage solutions include multi-tier solutions for primary data storage, backups, recovery, performance monitoring, and disaster recovery;
- Account management including identity administration, permissions, security, licensing, allocation, forecasting, etc.;
- License and contract management (e.g. Microsoft Office Suite, M365, infrastructure hardware and software, security solutions, Databases, etc.);
- Enterprise Resource Management System including PeopleSoft (Finance, Human Resources), Budgeting, (OpenGov), Performance Clackamas Metrics, Workforce Timekeeping, and related business systems;
- Geographic Information Systems including data layers, mapping, aerial photography, applications, and LIDAR;
- Procurement & support for PCs, laptops, pads, printers, scanners, and peripherals including full call center, technician support, technical bench, and parts inventory;
- 365\*24\*7 technical support services including after-hours emergency support;
- Disaster Avoidance / Assessment & Recovery (COOP) design, development & coordination related to technical support & services;
- Technology consulting, project management, planning, business analysis & design, budgeting, and design;
- Administration of mobile technology including mobile devices, remote access, certification, and application delivery;
- Support of much of the County Audio Visual (A/V) equipment and specialized A/V Conference Rooms including ZOOM rooms and other conference capable rooms;
- Business systems integration and analysis;
- Data analytics, warehousing, integration, mapping, security, and data governance/security support;
- Secure hybrid integration with on-premise services and vendor-hosted (SaaS) cloud-based solutions;
- Database administration design, management, analytics, integration, governance, and consulting;
- Continuity of Operations support for Enterprise Telecommunications, including registering key facilities with the Department of Homeland Security for Telecommunications Service Priority. Life / Safety Systems such as access controls, fire and intrusion alarms, Alertus Emergency Notification System, and Building Entry intercoms;
- Installation, maintenance, and management of VHF/UHF radio communication systems, antennas & licensing, including IP and Microwave backhaul of radio signaling & payload.
- Video Arraignment, Video Conferencing, Video and Audio solutions and equipment, paging systems;
- Closed-circuit video security including cameras, video storage, discovery, and management for >1100 cameras;
- Low-voltage wiring for data/telephone/security/cable TV/door access controls/fire & intrusion alarm and campus fiber optics for County facilities;
- Design, consult, document, and maintain TS standards for County buildings/facilities; Applications management, development, integrations, support, and maintenance for applications that are custom-built and third-party hosted either on-premises or in the cloud.

## Revenue Summary

Develop an efficient budget to support three data centers, 2,800+ accounts, 3,000+ computing devices, 500+ network devices, 850+ peripherals, 2,000+ mobile devices, 80+ locations, over 350 servers (including virtual), thousands of other devices, and hundreds of applications throughout the County. Technology Services (TS) receives a majority of its revenue from charges to County departments and outside agencies via an allocation system and direct billings. Some costs are also recovered for providing application/web support and development, internet access, e-mail administration, and software licensing/maintenance as well as the sale of Geographic Information System (GIS) products and services. The GIS Technology Fee also provides funding from land-use document recordings. The Telecomm program receives a majority of its revenue from charges to County departments and outside agencies for services rendered as well as charging for projects such as adding and moving telephone and data cabling, installation of security systems, and AV solutions. Telecomm is self-sustaining with rates at costs with the average labor rate of \$60 /hour, based on the cost of providing those services and compares with industry rates of \$135/hour.

## Expenditure Summary

For FY23-24 the total Technology Services (Fund 747) budget is \$20,306,797

- Maintenance, support, and communication contracts including licensing for hardware and software products account for approximately 19.61 (\$3,981,948) of our budget
- Staffing requirements account for 51.06% (\$10,369,143)
- Capital hardware/software purchases including reserves are 11.23% (\$2,280,000)
- Total Materials & Services to 37.04% (\$7,521,500)
- Contingency for 0.67% (\$136,155)

In FY2021-22 & FY2022-23, TS completed several multi-year infrastructure upgrade projects. The completion of the projects accounts for the FY2023-24 decrease in spending but a rise in reserves as preparation for the next round of capital projects and large maintenance contracts in FY2024-25 +.

## Significant Issues & Changes

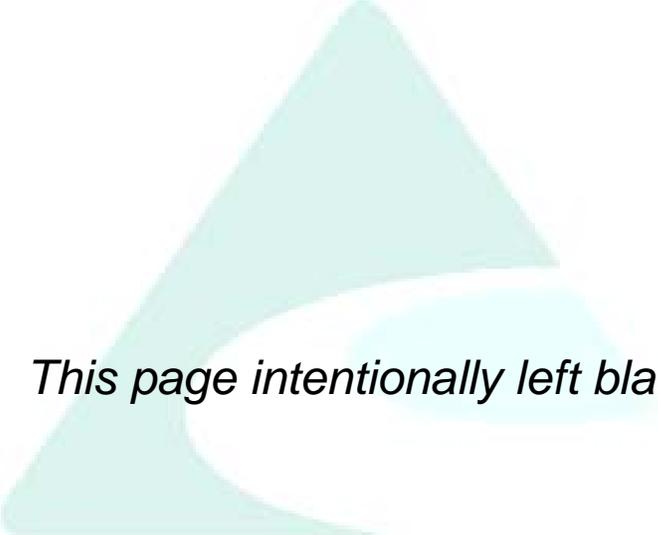
- Updated County technology disaster recovery plan in collaboration with Emergency Operations Center departments.
- Enhanced Technology Services catalog, continuing to align services with the new Performance Clackamas structure.
- Continued expansion of capabilities and availability of online GIS ESRI applications including online services to other local agencies. Several critical new systems and upgrades, especially in Public Health.
- Continue development of security and policies for numerous increasing threats; including implementation of new SPAM/web filter, enhanced security protocols, Multi-Factor authentication, and data encryption. Several new & upgraded technology policies. Coordinate the utilization and expansion of the County Security Committee.
- Established an Information Security Standards Handbook, and built partnerships with Federal & State information security agencies.
- Provided critical assistance to a neighboring government agency in responding to a ransomware attack and established a robust vulnerability management process.
- Working closely with Finance on the implementation of the Billing and Accounts Receivable module in PeopleSoft. Continued development of Microsoft 365 Platform and cloud services. Designed and implemented processes for data, process, and workflow development and governance.
- Completed rollout of upgraded Multi-Factor Authentication System and Microsoft In-Tune Mobile Device Management
- Complete the deployment of Office 365 / Microsoft Azure / SharePoint and other new services to provide additional mobile/remote functionality. Coordinate with Microsoft to provide training & support for the utilization of new services.
- Complete upgrades to Wi-Fi systems. Obtain CJIS Auditor approval for meeting CJIS Compliance.
- Updated TS Performance Clackamas Plan, Reviewed and updated metrics.
- Completed full server and storage infrastructure upgrade for 911 (MAJCS) centers Computer Aided Dispatch (CAD) system and facilitated network move to new WCCCA facility.
- Upgraded Internet performance and perimeter network security.
- Continued the balanced moving to hybrid Cloud / Premise architecture for both applications (SaaS) & services (PaaS).
- Continue to enhance telephony and mobile services to provide additional capabilities and services. New remote worker solutions, unified communications functionality, and preparing for additional video conferencing capability.
- Continuous evaluation of new services to save taxpayer dollars and determine the technical and business feasibility for County utilization.

- Implemented Alertus for Juvenile, Sandy Health Center, and the Public Safety Training Center. DSB and PSB Buildings are slated to go live in May of 2023. Continued coordination with Telecomm vendors to reduce costs, negotiate service packages, etc.
- Continued addition of new CCTV video surveillance around the County including expanded use of high definition cameras and recording, upgraded storage array.
- Continued to assist in the technical design, requirements, and review for the new Courthouse, DTD Roads Building, and new Sandy Clinic, as well as staff and departmental moves.
- Implemented a hybrid teleworking environment for TS services as well as coordinated the upgrade of County equipment for future utilization and expansion of teleworking options and services.
- Introduced several new communication outlets such as the Gazette, Parity Check Tele-meeting & User Groups.
- ApplicationXtender migration to SharePoint has been 94% completed.
- Established governance to manage and support low code citizen development within Microsoft Power Platform.
- Increased usage of SharePoint for document management and collaboration, list management such as project tracking, and many other workflows. Integrated SharePoint with other county systems including public document retrieval, Accela permitting system, and Treasury systems.
- Continue expanding the Software Evaluation Group. Increased requests for software review. Established review, approval process, and tracking system for all the requests. Partnered with Procurement to establish a process when software and hardware would need to be reviewed by TS before purchasing.
- Established formal County policies for advanced authentication and password management.

### Goals for Next Fiscal Year

- Complete implementation of advanced authentication for all remote access solutions.
- Complete migration of Microsoft Exchange email services to M365/Exchange Online.
- Build a transparent presentation process (e.g. using Sharepoint or website) to show and track progress, status, and key decisions related to IT governance.
- Complete development of an updated comprehensive IT disaster recovery strategic plan.
- Implement user account security and password management per adopted password policy guidelines.
- Replace aging physical application load balancers with virtual appliances.
- Establish a pilot project for integration of local virtual server infrastructure to cloud-hosted services
- Continue deployment of network virtualization security services to meet CJIS compliance.
- Complete Technology Services Policy Manual with updated policies and procedures.
- Develop the Data Analytics and Reporting Team to expand data services, reporting, design, security, integration, Business Intelligence, and utilities.
- Continue to develop COOP coverage, redundant services, and development of the initial TS Business Continuation Plan.
- Expand business analysis opportunities to enhance TS services and support departmental requirements.
- Fully implement the TS Technology Strategic Partnership Process including meetings with all departments, inventory of business needs, a menu of TS services, better understanding of County requirements, and development of an initial technology plan to provide the most efficient and useful services.
- Finalize and begin implementation of priority Strategic Plans (Security, Disaster Recover / COOP, Cloud Services)
- Expand utilization and support of Drupal to enhance the County's Internet & Intranet sites and services.
- Complete the ERP upgrades including upgraded Timekeeping system, upgraded AR/AP, support of new Benefits and EPA Program, enhanced reporting capabilities, and new self-service utilities. Other ERP major initiatives include Payroll Workforce Software migration to the cloud, Paid Leave Oregon implementation, and upgrades to both Finance and HR PeopleSoft systems.
- Enhance the Call Center for faster service response, more training, active monitoring, and self-service support options.
- Continue to assist in the implementation of new systems as required (EDox for Permits, Kiosk Management System, next phase of Accela, PlanMap/CMap/WESMaps, ArcGIS Portal, PowerBI, Pictometry, Helion records portal, etc.)
- Complete new Document Management services to include SharePoint, E-signatures, and cloud storage options.
- Expand Alertus Emergency Notification System to other County buildings. Upgrade core enterprise voice servers to the latest Global release for enhanced services support. Continue to assist in the technical direction of the Red Soils Master Plan to include the new Courthouse and relocates.
- Design & deployment of new County Telecommuting solutions, coordinate with department requirements. Expand the development and utilization of unified communication services and features. Including WebRTC.
- Complete addition of geographically separate SIP Voice controller and Session Border controller.
- Expand CCTV services including additional cameras, high definition options, replacement of older analog devices, and upgrade of CCTV video cameras where required. Integrate with enhanced County security systems – Phase 1.

- Continue to coordinate with telecom vendors to reduce costs, enhance and expand services to the County
- Develop a secure mobile device tracking system that allows the County to enhance the safety of mobile staff while protecting privacy
- Work with Finance and County Administration in the identification and implementation of cost savings initiatives.
- Expand the use of enhanced communications including website, User Groups, focus groups, liaisons, etc.
- Work with County Administration and departments to identify and implement any improvements in services as well as move forward into a 1-County focus service model.
- Work with TS staff to improve overall working conditions and improve work-life balance.
- Continue to support and maintain the county website. Upgrade Drupal to new major version 10 (currently on Drupal 9).
- Continue to support DTD efforts going paperless for their permits by bringing Septic and Planning into the Development Direct system. Continue supporting integrations between electronic plan review and permitting systems. Implementation of PlansAnywhere for inspectors to easily access up-to-date, approved plans and documents required for inspections.
- Continue to work with Health Centers to support the current EHR Cerner system and its plans for migrating to different EHR system. Work with Health Centers to establish data warehouse and Power BI Dashboards.



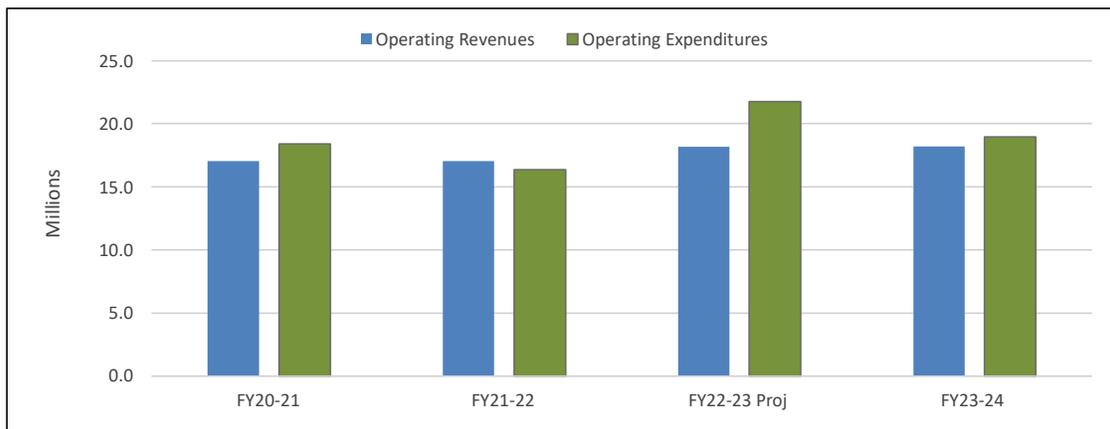
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**CLACKAMAS**  
C O U N T Y



## Technology Services Fund (747)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|---|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Resources by Category</b>                        |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                              | 7,072,121                 | 4,984,782                 | 5,693,642                  | 5,693,695                       | 2,103,000                  |
| <b>Current Revenues</b>                             |                           |                           |                            |                                 |                            |
| Federal, State, Local, All Other Gifts & Donations  | 7,210                     | 2,386                     | 35,000                     | -                               | -                          |
| Charges, Fees, License, Permits, Fines, Assessments | 16,908,210                | 16,970,939                | 17,609,083                 | 17,642,725                      | 18,020,797                 |
| Revenue from Bonds & Other Debts                    | 2,880                     | -                         | -                          | -                               | -                          |
| All Other Revenue Resources                         | 129,147                   | 78,796                    | 33,000                     | 33,170                          | 33,000                     |
| Other Interfund Transfers                           | -                         | -                         | 500,000                    | 390,000                         | 150,000                    |
| General Fund Support                                | -                         | -                         | -                          | 110,000                         | -                          |
| <b>Subtotal Current Revenues</b>                    | <b>17,047,447</b>         | <b>17,052,122</b>         | <b>18,177,083</b>          | <b>18,175,895</b>               | <b>18,203,797</b>          |
| <b>Total Resources</b>                              | <b>24,119,568</b>         | <b>22,036,904</b>         | <b>23,870,725</b>          | <b>23,869,590</b>               | <b>20,306,797</b>          |
| <b>Requirements by Category</b>                     |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                         |                           |                           |                            |                                 |                            |
| Personnel Services                                  | 9,253,025                 | 8,532,278                 | 9,933,070                  | 9,851,250                       | 10,369,143                 |
| Materials and Services                              | 6,782,271                 | 6,996,348                 | 10,597,693                 | 10,215,377                      | 7,521,500                  |
| Capital Outlay                                      | 2,354,869                 | 814,583                   | 2,239,962                  | 1,699,963                       | 1,080,000                  |
| <b>Subtotal Current Expenditures</b>                | <b>18,390,164</b>         | <b>16,343,209</b>         | <b>22,770,725</b>          | <b>21,766,590</b>               | <b>18,970,643</b>          |
| Transfers   | 744,622                   | -                         | -                          | -                               | -                          |
| Reserve for Future Expenditures                     | -                         | -                         | 800,000                    | -                               | 1,200,000                  |
| Contingency   | -                         | -                         | 300,000                    | -                               | 136,155                    |
| <b>Total Requirements</b>                           | <b>19,134,786</b>         | <b>16,343,209</b>         | <b>23,870,725</b>          | <b>21,766,590</b>               | <b>20,306,797</b>          |
| Revenue Less Expense                                | 4,984,782                 | 5,693,695                 | -                          | 2,103,000                       | -                          |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



## Self-Insurance Fund (760)

### Overview

#### Description of Fund

The purpose of the Self-Insurance Fund is to maintain adequate operating and reserve funds to pay current and future claims and administrative costs related to providing cost-effective, responsive, and comprehensive employee benefits.

#### Revenue Summary

Revenues are generated through contributions and fees paid by county departments, employees, retirees, COBRA beneficiaries, and other agencies contracting with the County for employee benefits administration. Self-insured medical, dental, and disability rates are based on projected claims, claims margin, and fixed expenses related to third-party administration. The benefits and wellness administration fees establish revenue to address the county's operating costs of administering health and welfare, non-PERS retirement plans, and leave management programs. Additional revenue sources may include medical stop loss and pharmacy reimbursements and interest on contingency and reserve funds.

#### Expenditure Summary

Primary expenditures include medical, dental, and disability claims, administrative costs, and professional and consulting services. Claims reserves are statutorily required and would be expended to pay out claims if the relevant self-insured benefit is terminated. Claims margins will not be expended unless the relevant claims paid to exceed the revenue received, or in the event claims margin balances exceed the established maximum claim margin target.

#### Significant Issues & Changes

Self-insured medical utilization has remained largely consistent with the prior year's levels with good utilization of preventative services, fewer high-cost claimants, excellent utilization of lower cost of care site of service, and network improvements. We are anticipating renewal rates in the 5% range, with the potential for modest plan design changes.

The onboarding of an employee benefits third-party administrator was delayed in the prior fiscal year to allow sufficient internal preparation and resource alignment. The implementation will begin this fiscal year in alignment with our benefits service delivery strategy. This initiative is focused on enhanced customer service, plan sponsor best practices, program compliance and controls, and improved access to program data and analysis to better inform business decisions.

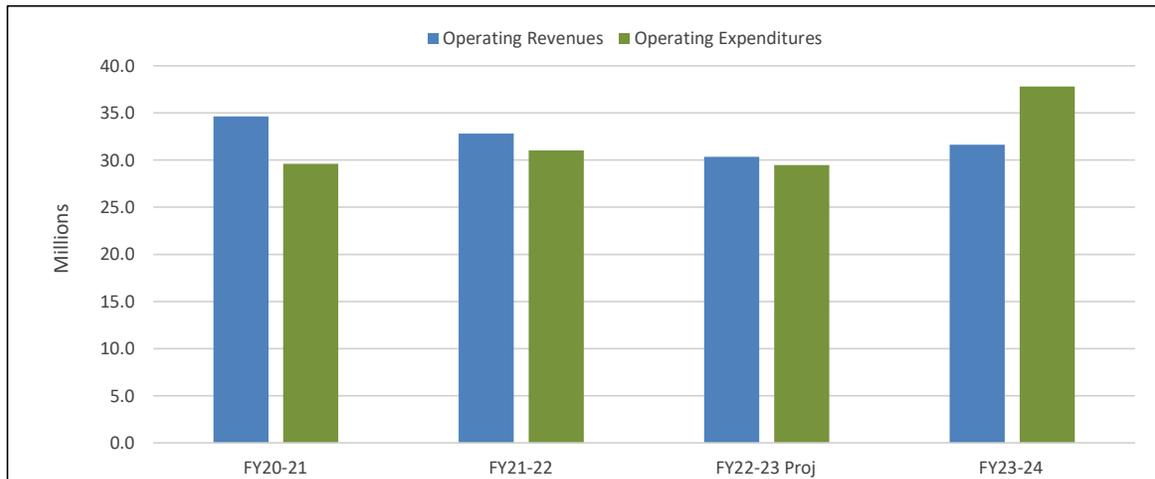
In addition, the County as an employer is prepared to meet the requirements of the Paid Family and Medical Leave (PFML) law, which requires employers to provide 12 weeks of paid family, medical and safe leave per benefit year to eligible employees. This new benefit begins September 3, 2023.

The County will use The Standard, our current disability benefits carrier and third-party administrator (TPA), to provide and administer our PFML fully insured equivalent plan. By leveraging our current TPA for all leave and disability administration, the County will be able to ensure compliance with PFML requirements, improve customer experience, provide effective coordination of benefits, gain access to accurate and timely data and reporting, and introduce comprehensive compliance, audits, and controls for all leave and disability benefit administration. This will also allow a transformation of the in-house leave administration team, with a renewed focus on supporting organization-wide productivity and employee engagement efforts.



## Self-Insurance Fund (760)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21</b>    | <b>FY21-22</b>    | <b>FY22-23</b>    | <b>FY22-23</b>      | <b>FY23-24</b>    |
|---|-------------------|-------------------|-------------------|---------------------|-------------------|
|   | <b>Actual</b>     | <b>Actual</b>     | <b>Amended</b>    | <b>Projected YE</b> | <b>Adopted</b>    |
| <b><u>Resources by Category</u></b>                 |                   |                   |                   |                     |                   |
| Beginning Fund Balance                              | 17,774,794        | 22,792,734        | 26,671,097        | 24,597,171          | 25,476,496        |
| <b>Current Revenues</b>                             |                   |                   |                   |                     |                   |
| Federal, State, Local, All Other Gifts & Donations  | 10,592            | -                 | -                 | -                   | -                 |
| Charges, Fees, License, Permits, Fines, Assessments | 2,134,487         | 1,825,986         | 1,732,490         | 1,983,778           | 1,989,008         |
| All Other Revenue Resources                         | 32,485,670        | 30,987,062        | 31,012,785        | 28,357,530          | 29,638,858        |
| <b>Subtotal Current Revenues</b>                    | <b>34,630,749</b> | <b>32,813,048</b> | <b>32,745,275</b> | <b>30,341,308</b>   | <b>31,627,866</b> |
| <b>Total Resources</b>                              | <b>52,405,543</b> | <b>55,605,781</b> | <b>59,416,372</b> | <b>54,938,479</b>   | <b>57,104,362</b> |
| <b><u>Requirements by Category</u></b>              |                   |                   |                   |                     |                   |
| <b>Current Expenditures</b>                         |                   |                   |                   |                     |                   |
| Personnel Services                                  | 1,529,903         | 1,276,785         | 2,085,159         | 2,077,086           | 2,331,367         |
| Materials and Services                              | 28,082,906        | 29,731,826        | 32,734,179        | 27,384,897          | 35,461,787        |
| <b>Subtotal Current Expenditures</b>                | <b>29,612,809</b> | <b>31,008,611</b> | <b>34,819,338</b> | <b>29,461,983</b>   | <b>37,793,154</b> |
| Reserve for Future Expenditures                     | -                 | -                 | 3,003,552         | -                   | 3,283,239         |
| Contingency   | -                 | -                 | 21,593,482        | -                   | 16,027,969        |
| <b>Total Requirements</b>                           | <b>29,612,809</b> | <b>31,008,611</b> | <b>59,416,372</b> | <b>29,461,983</b>   | <b>57,104,362</b> |
| Revenue Less Expense                                | 22,792,734        | 24,597,170        | -                 | 25,476,496          | -                 |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Risk Management Claims Fund (“Fund”) accounts for the administration and payment of casualty/liability claims and workers’ compensation claims brought against the County and managed by the Risk and Safety Division. The Fund carries a self-insured reserve balance for each of these functional areas based on an actuarially recommended level. Unemployment claims are paid out of the Fund, but the costs for this are reimbursed directly to the Fund by the individual departments. The annual operating overhead and expenses for the Risk and Safety Division are also supported by this Fund. The Fund’s targeted funding balance is an actuarially determined 75<sup>th</sup> percentile confidence level for each functional area.

**Revenue Summary**

The Fund receives revenue from County department contributions through cost allocations for casualty/liability and workers’ compensation. This process allocates the cost of casualty/liability and workers’ compensation claims to individual departments relative to each department’s size, industry risk index and claims history. Other small sources of Fund revenue include interest income, department inter-fund reimbursement for unemployment costs, refunds/reimbursements from insurance policies, refunds from state programs, inter-fund reimbursements for insurance purchased for specific departments or programs, and third-party subrogation recoveries.

**Expenditure Summary**

The Fund is expended for all expenses necessary to run the Risk and Safety Division. This includes but is not limited to; the costs of casualty/liability claims (internal/external legal services, settlements for bodily injury, property loss, etc.), workers’ compensation claims (payment of wage continuation and time loss, temporary and permanent disability, medical treatment, legal services, etc.), insurance premiums, public official/DEQ bonds, unemployment charges, State of Oregon workers’ compensation premium assessments, administrative program salaries/benefits and other division overhead.

**Significant Issues & Changes**

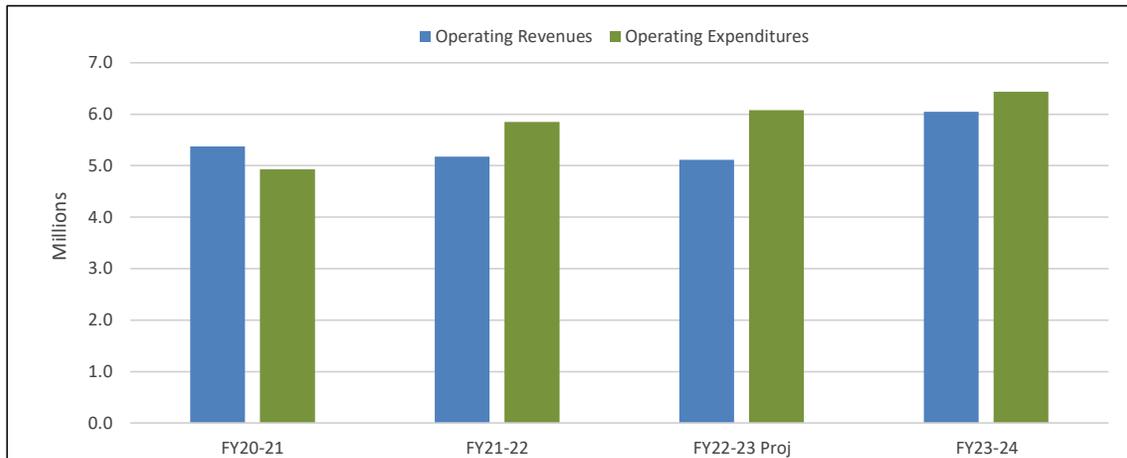
Claims payments and program costs felt the impact of rising inflation throughout FY 22/23. Medical costs and liability settlement amounts continue to rise locally and nationally, which in turn increases our costs, even with the same or a similar amount of losses as in prior years. The County had one substantial workers’ compensation loss during FY 22/23, involving an at-fault, uninsured, 3<sup>rd</sup> party. As a result, even though the employee was not at fault for the accident, the County will be unable to recover its significant costs in the claim. Our reserves for the Fund are actuarially sound, continuing to target the 75<sup>th</sup> percentile confidence level.

Rising inflation and large claims verdicts have brought uncertainty to the world’s risk and insurance markets. The immediate impact of this has been an increase in insurance premiums and a steady increase in claims costs. Until the global risk factors stabilize, the total cost of risk will likely continue increasing for Clackamas County in the years to come.



## Risk Management Claims Fund (761)

| <i>Resources and Requirements by Fund</i>           | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Amended | FY22-23<br>Projected YE | FY23-24<br>Adopted |
|---|-------------------|-------------------|--------------------|-------------------------|--------------------|
| <b>Resources by Category</b>                        |                   |                   |                    |                         |                    |
| Beginning Fund Balance                              | 13,369,285        | 12,813,277        | 12,664,838         | 12,135,003              | 11,169,390         |
| <b>Current Revenues</b>                             |                   |                   |                    |                         |                    |
| Federal, State, Local, All Other Gifts & Donations  | 18,792            | -                 | -                  | -                       | -                  |
| Charges, Fees, License, Permits, Fines, Assessments | 5,029,842         | 5,136,448         | 5,324,626          | 5,104,626               | 6,000,378          |
| All Other Revenue Resources                         | 326,761           | 36,740            | 100,000            | 10,000                  | 50,000             |
| <b>Subtotal Current Revenues</b>                    | <b>5,375,394</b>  | <b>5,173,188</b>  | <b>5,424,626</b>   | <b>5,114,626</b>        | <b>6,050,378</b>   |
| <b>Total Resources</b>                              | <b>18,744,679</b> | <b>17,986,465</b> | <b>18,089,464</b>  | <b>17,249,629</b>       | <b>17,219,768</b>  |
| <b>Requirements by Category</b>                     |                   |                   |                    |                         |                    |
| <b>Current Expenditures</b>                         |                   |                   |                    |                         |                    |
| Personnel Services                                  | 1,402,639         | 1,316,214         | 1,410,925          | 1,409,925               | 1,496,142          |
| Materials and Services                              | 3,528,764         | 4,535,247         | 4,917,499          | 4,670,314               | 4,940,183          |
| <b>Subtotal Current Expenditures</b>                | <b>4,931,402</b>  | <b>5,851,461</b>  | <b>6,328,424</b>   | <b>6,080,239</b>        | <b>6,436,325</b>   |
| Transfers   | 1,000,000         | -                 | -                  | -                       | -                  |
| Reserve for Future Expenditures                     | -                 | -                 | 8,842,000          | -                       | 3,669,000          |
| Contingency   | -                 | -                 | 2,919,040          | -                       | 7,114,443          |
| <b>Total Requirements</b>                           | <b>5,931,402</b>  | <b>5,851,461</b>  | <b>18,089,464</b>  | <b>6,080,239</b>        | <b>17,219,768</b>  |
| Revenue Less Expense                                | 12,813,277        | 12,135,003        | -                  | 11,169,390              | -                  |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

Fleet Services is a division of the Department of Transportation & Development. The Fleet Services Division maintains County owned motor vehicles, trailers, boats, and other miscellaneous rescue vehicles (i.e. wave runners, snowmobiles, etc.) for use by various County departments on either a rental basis or as a permanent assignment. The Sheriff's Department and Transportation Maintenance are the largest customers, with a variety of vehicles that require service.

Operational and overhead costs are recovered through user fees, which cover a variety of services, such as:

- Vehicle replacement analysis
- Specification
- Procurement
- Licensing and titling including UC and fictitious registrations
- Vehicle maintenance and repair including warranty tracking and administration
- Vehicle recall administration
- DEQ inspections and reporting
- Disposal
- Track and report vehicle commuting valuation reporting for IRS reporting

Negotiate and maintain contracts for:

- Fuel (including emergency fueling)
- Auction Services
- Up-fit of Police Patrol Vehicles

**Revenue Summary**

Operating revenue has historically been generated through vehicle rental, maintenance, and fuel recovery. Starting FY 2023-2024, the fuel purchase markup was replaced with a monthly administrative fee for each vehicle or piece of equipment maintained by Fleet Services. Fees have been increased to keep up with inflation.

**Expenditure Summary**

Personal services, materials and services, and cost allocations are the largest expenses in this fund.

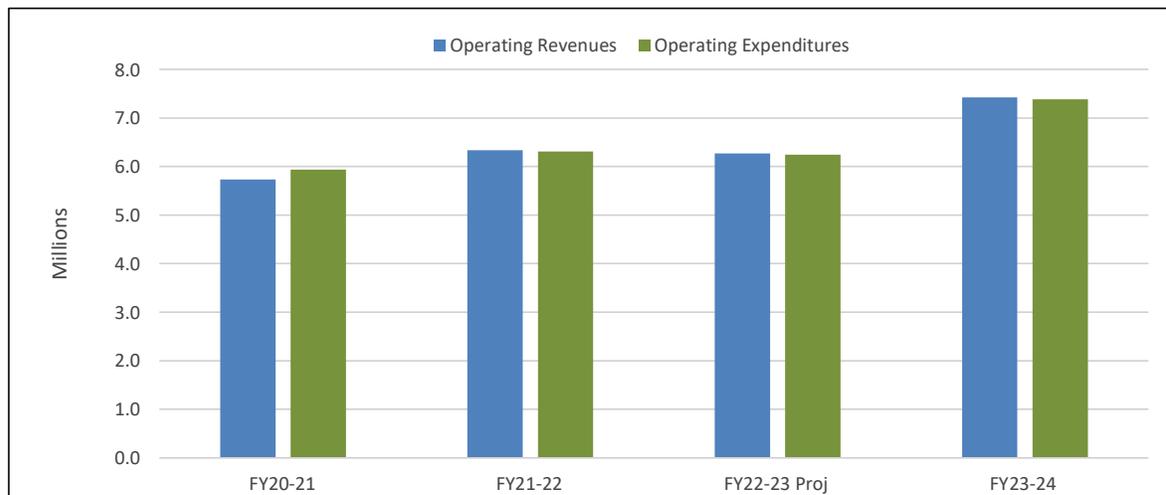
**Significant Issues & Changes**

Fleet Services has restructured its fee schedule as noted above to eliminate its reliance on fuel purchases and create more predictable revenue streams. Fleet does not receive any direct general fund from the County and is 100% dependent on cost recovery through user fees. This can be challenging if an employee goes on extended leave and cannot charge out for services. Fleet Services has moved to a new facility that has consolidated the separate heavy and light shops into one combined shop.



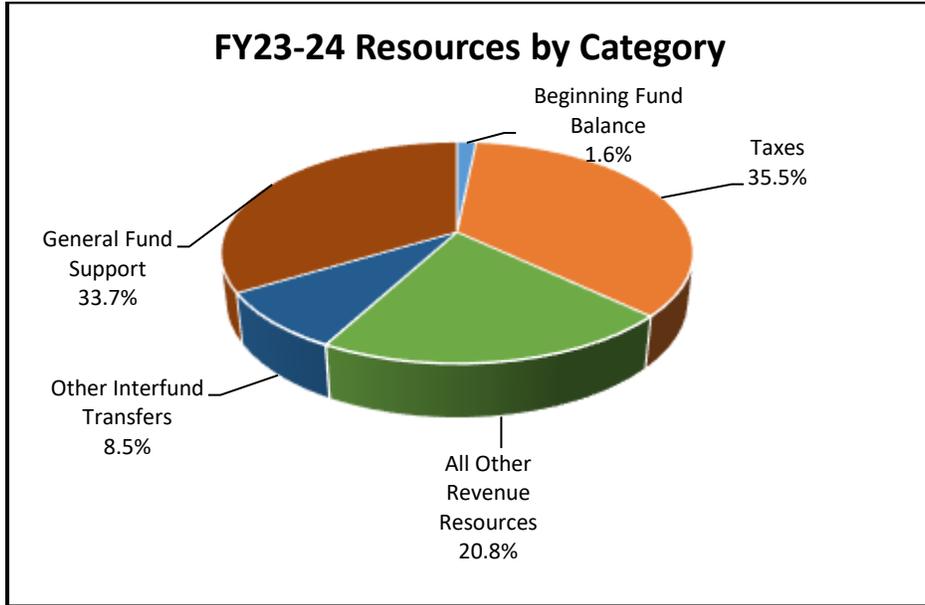
## Fleet Services Fund (770)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|---|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Resources by Category</b>                        |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                              | 626,179                   | 423,968                   | 454,627                    | 446,076                         | 471,387                    |
| <b>Current Revenues</b>                             |                           |                           |                            |                                 |                            |
| Federal, State, Local, All Other Gifts & Donations  | 5,937                     | -                         | -                          | 125,700                         | 154,200                    |
| Charges, Fees, License, Permits, Fines, Assessments | 5,658,265                 | 6,313,107                 | 6,345,850                  | 6,107,356                       | 7,224,550                  |
| Revenue from Bonds & Other Debts                    | 68,381                    | 19,674                    | 32,120                     | 36,000                          | 35,000                     |
| All Other Revenue Resources                         | 2,457                     | 565                       | 6,960                      | 5,597                           | 5,704                      |
| Other Interfund Transfers                           | -                         | -                         | 100,000                    | -                               | -                          |
| <b>Subtotal Current Revenues</b>                    | <b>5,735,039</b>          | <b>6,333,346</b>          | <b>6,484,930</b>           | <b>6,274,653</b>                | <b>7,419,454</b>           |
| <b>Total Resources</b>                              | <b>6,361,218</b>          | <b>6,757,315</b>          | <b>6,939,557</b>           | <b>6,720,729</b>                | <b>7,890,841</b>           |
| <b>Requirements by Category</b>                     |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                         |                           |                           |                            |                                 |                            |
| Personnel Services                                  | 2,596,860                 | 2,612,521                 | 2,770,744                  | 2,314,339                       | 3,082,323                  |
| Materials & Services                                | 3,214,059                 | 3,689,211                 | 3,875,010                  | 3,835,003                       | 4,204,717                  |
| Capital Outlay                                      | 126,827                   | 9,507                     | 200,000                    | 100,000                         | 100,000                    |
| <b>Subtotal Current Expenditures</b>                | <b>5,937,747</b>          | <b>6,311,239</b>          | <b>6,845,754</b>           | <b>6,249,342</b>                | <b>7,387,040</b>           |
| Contingency   | -                         | -                         | 93,803                     | -                               | 503,801                    |
| <b>Total Requirements</b>                           | <b>5,937,747</b>          | <b>6,311,239</b>          | <b>6,939,557</b>           | <b>6,249,342</b>                | <b>7,890,841</b>           |
| Revenue Less Expense                                | 423,471                   | 446,077                   | -                          | 471,387                         | -                          |



\*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.

# Debt Service Funds



**Funds Included In This Section:**

**Managing Department:**

|     |  |         |
|-----|--|---------|
| 320 | Clackamas County Debt Service                      | Finance |
| 321 | Clackamas County Debt Service - General Obligation | Finance |



**Description of Fund**

This fund was created to account for the debt service requirements of the various county issues in one common fund. Previously, each debt had its fund.

**Revenue Summary**

Funding for debt service payments is provided from various sources including the General Fund, office rent, training center facility use, and local improvement district assessments.

**Expenditure Summary**

Principal and interest payments required to meet debt service obligations for each issue are tracked separately with unique project numbers. Total principal payments in FY23-24 are budgeted at \$7.1 million and total Interest payments are \$2.4 million.

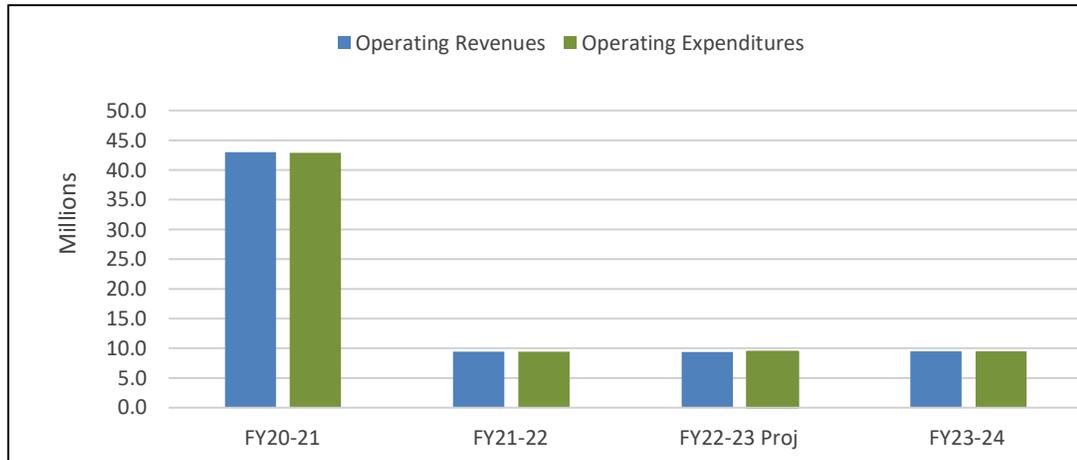
**Significant Issues & Changes**

None.



## Clackamas County Debt Service Fund (320)

| <i>Resources and Requirements by Fund</i> | <b>FY20-21</b>    | <b>FY21-22</b>   | <b>FY22-23</b>   | <b>FY22-23</b>      | <b>FY23-24</b>   |
|---|-------------------|------------------|------------------|---------------------|------------------|
|   | <b>Actual</b>     | <b>Actual</b>    | <b>Amended</b>   | <b>Projected YE</b> | <b>Adopted</b>   |
| <b>Resources by Category</b>              |                   |                  |                  |                     |                  |
| Beginning Fund Balance                    | 3,781             | 100,968          | 100,970          | 98,217              | -                |
| <b>Current Revenues</b>                   |                   |                  |                  |                     |                  |
| Revenue from Bonds & Other Debts          | 33,260,776        | -                | -                | -                   | -                |
| All Other Revenue Resources               | 3,331,869         | 3,381,281        | 3,146,530        | 3,128,340           | 3,118,360        |
| Other Interfund Transfers                 | 6,430,425         | 1,280,406        | 1,283,950        | 1,283,950           | 1,281,960        |
| General Fund Support                      | -                 | 4,744,699        | 4,897,990        | 4,918,933           | 5,062,980        |
| <b>Subtotal Current Revenues</b>          | <b>43,023,070</b> | <b>9,406,387</b> | <b>9,328,470</b> | <b>9,331,223</b>    | <b>9,463,300</b> |
| <b>Total Resources</b>                    | <b>43,026,851</b> | <b>9,507,355</b> | <b>9,429,440</b> | <b>9,429,440</b>    | <b>9,463,300</b> |
| <b>Requirements by Category</b>           |                   |                  |                  |                     |                  |
| Debt Service                              | 42,925,883        | 9,409,138        | 9,429,440        | 9,429,440           | 9,463,300        |
| <b>Total Requirements</b>                 | <b>42,925,883</b> | <b>9,409,138</b> | <b>9,429,440</b> | <b>9,429,440</b>    | <b>9,463,300</b> |
| Revenue Less Expense                      | 100,968           | 98,217           | -                | -                   | -                |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Clackamas County Debt Service Fund – General Obligation was created to account for property tax revenue and principal and interest payments of the 2016 General Obligation debt.

**Revenue Summary**

Revenue to satisfy the debt comes from property tax collections.

**Expenditure Summary**

Principal and interest payments required to meet debt service obligations for the current year are budgeted in this fund. FY23-24 budgeted principal payments are \$4.0 million and interest payments are \$1.6 million.

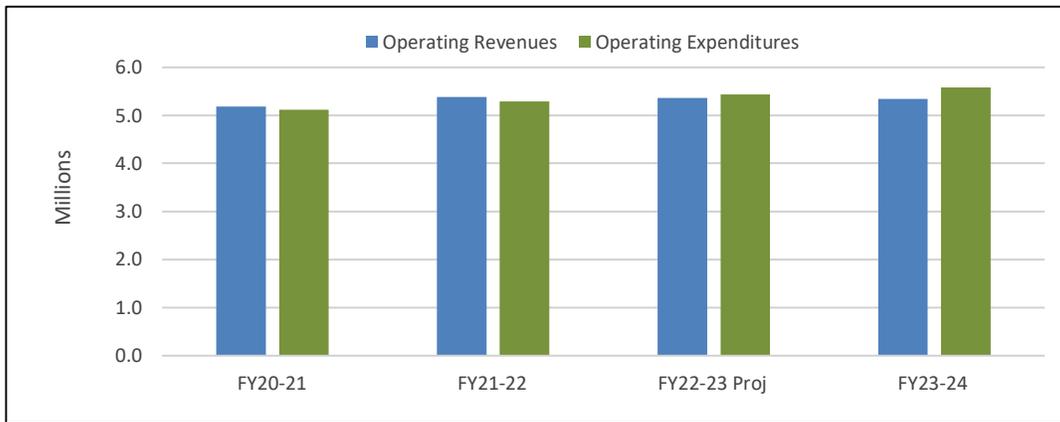
**Significant Issues & Changes**

Bonds were issued on December 1, 2016, for \$59.6 million and will mature June 1, 2031 (15 year maturity).



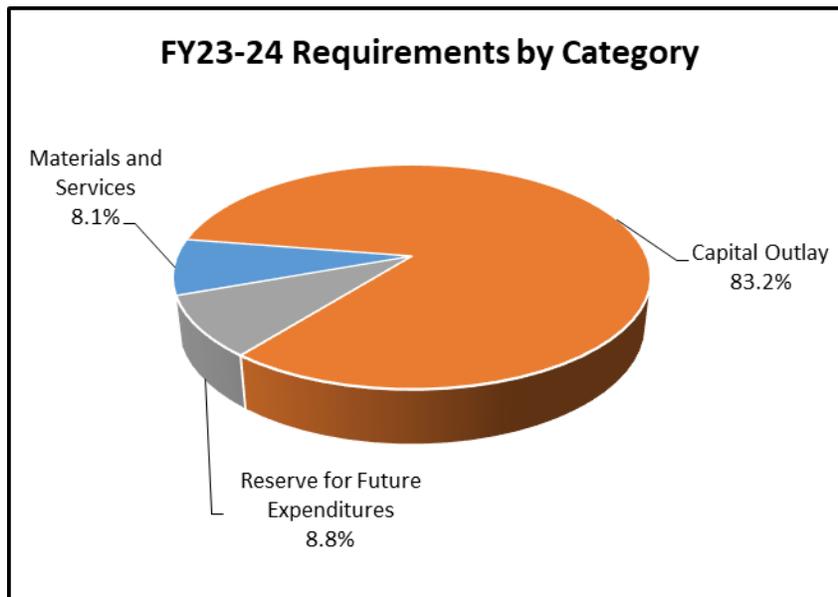
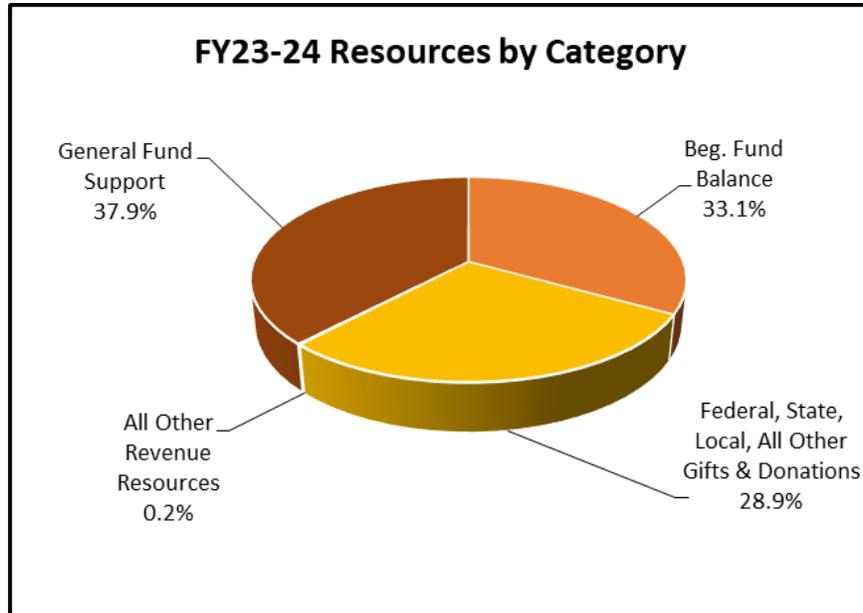
## Clackamas County Debt Service - GO (321)

| <i>Resources and Requirements by Fund</i>          | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|--|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b><u>Resources by Category</u></b>                |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                             | 150,212                   | 215,307                   | 282,707                    | 304,796                         | 233,700                    |
| <b>Current Revenues</b>                            |                           |                           |                            |                                 |                            |
| Taxes  | 5,175,553                 | 5,366,492                 | 5,148,623                  | 5,350,240                       | 5,343,800                  |
| Federal, State, Local, All Other Gifts & Donations | 3,866                     | 1,714                     | -                          | -                               | -                          |
| All Other Revenue Resources                        | 2,751                     | 10,858                    | 4,500                      | 14,494                          | 3,900                      |
| <b>Subtotal Current Revenues</b>                   | <b>5,182,170</b>          | <b>5,379,064</b>          | <b>5,153,123</b>           | <b>5,364,734</b>                | <b>5,347,700</b>           |
| <b>Total Resources</b>                             | <b><u>5,332,382</u></b>   | <b><u>5,594,371</u></b>   | <b><u>5,435,830</u></b>    | <b><u>5,669,530</u></b>         | <b><u>5,581,400</u></b>    |
| <b><u>Requirements by Category</u></b>             |                           |                           |                            |                                 |                            |
| Debt Service                                       | 5,117,075                 | 5,289,575                 | 5,435,830                  | 5,435,830                       | 5,581,400                  |
| <b>Total Requirements</b>                          | <b><u>5,117,075</u></b>   | <b><u>5,289,575</u></b>   | <b><u>5,435,830</u></b>    | <b><u>5,435,830</u></b>         | <b><u>5,581,400</u></b>    |
| Revenue Less Expense                               | 215,307                   | 304,796                   | -                          | 233,700                         | -                          |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.

# Capital Projects Fund



**Funds Included In This Section:**

**Managing Department:**

420 Capital Projects

Finance



**Description of Fund**

The Capital Projects Reserve Fund was originally established to accumulate resources for new facilities and to fund improvements to county buildings (including maintenance) and account for the expenditure of those resources.

**Revenue Summary**

Beginning Fund Balance represents prior year transfers received for existing projects still in progress. Each year, budgeted projects are funded with a mix of Beginning Fun Balance, new transfers, interest earnings, and other revenue. In FY23-24, the Courthouse construction project includes State revenue that will reimburse 50% for a portion of the work.

**Expenditure Summary**

The majority of expenditures in this fund are for Capital Outlay. The Materials and Services line items consist of professional services associated with the capital projects. Recent projects include remodeling and refurbishment of the Development Services Building, Public Services Building, CUP Building, and a covered parking lot for the Bowman Building. The fund has also established a \$2.0 million reserve balance.

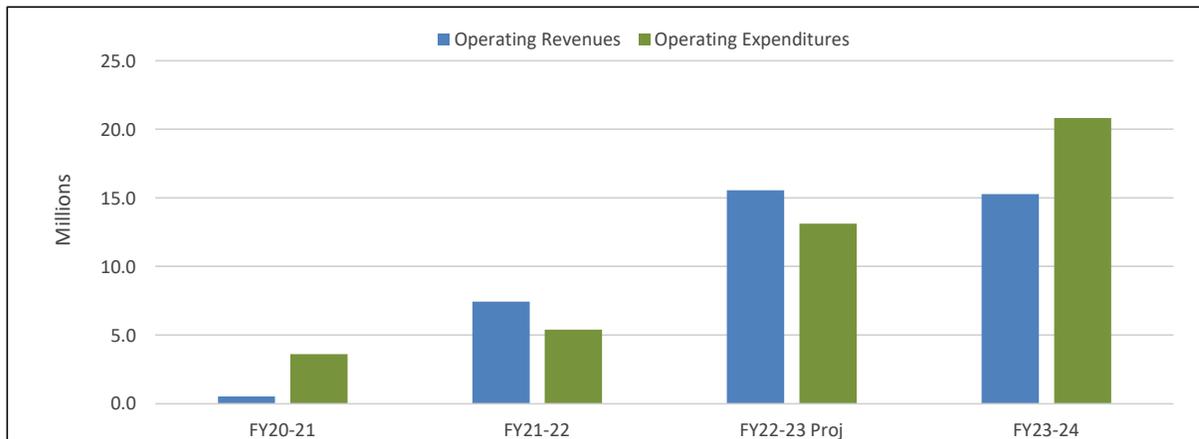
**Significant Issues & Changes**

The future of this fund will be for new construction capital projects only and capital outlay and maintenance for the County will be detailed out of the Facilities Department budget. The Courthouse project was moved into this Capital Projects program at the end of FY20-21. The FY23-24 revenue includes \$8.6M General Fund Support specific to the Courthouse project, and State revenue matching contribution.



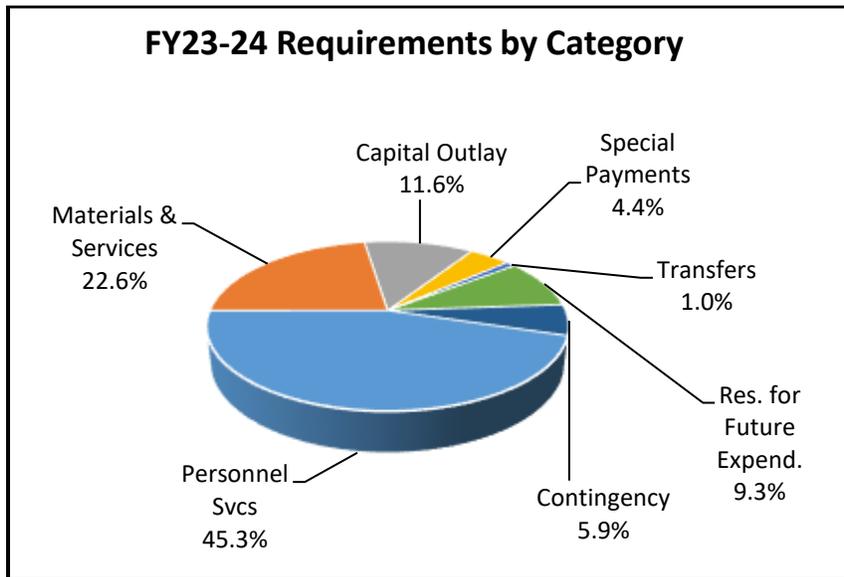
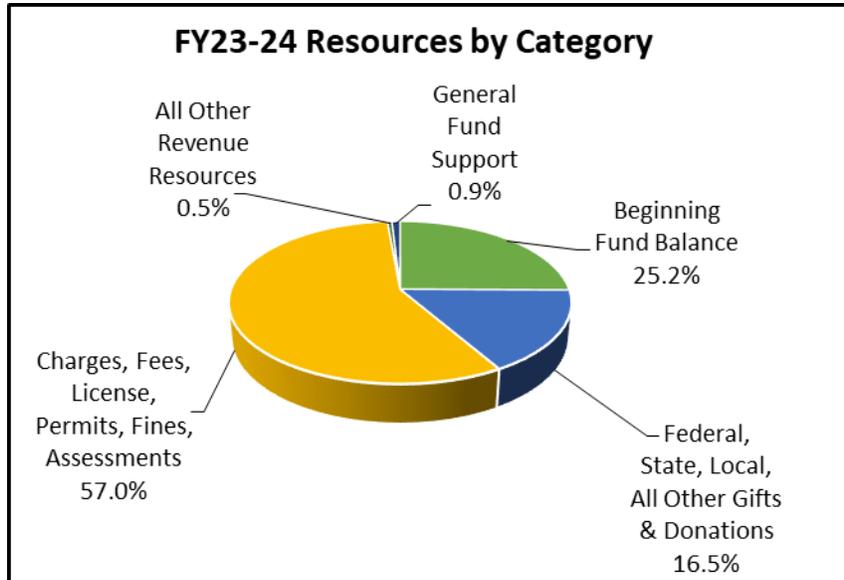
## Capital Projects Fund (420)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21</b>   | <b>FY21-22</b>    | <b>FY22-23</b>    | <b>FY22-23</b>      | <b>FY23-24</b>    |
|---|------------------|-------------------|-------------------|---------------------|-------------------|
|   | <b>Actual</b>    | <b>Actual</b>     | <b>Amended</b>    | <b>Projected YE</b> | <b>Adopted</b>    |
| <b>Resources by Category</b>                        |                  |                   |                   |                     |                   |
| Beginning Fund Balance                              | 6,152,525        | 3,056,895         | 3,620,956         | 5,106,007           | 7,556,396         |
| <b>Current Revenues</b>                             |                  |                   |                   |                     |                   |
| Federal, State, Local, All Other Gifts & Donations  | (174,149)        | 1,268,261         | 3,702,000         | 5,400,000           | 6,600,000         |
| Charges, Fees, License, Permits, Fines, Assessments | -                | -                 | -                 | -                   | -                 |
| All Other Revenue Resources                         | 53,708           | 17,923            | -                 | 35,000              | 35,000            |
| Other Interfund Transfers                           | 650,000          | -                 | 2,000,000         | 2,000,000           | -                 |
| General Fund Support                                | -                | 6,154,282         | 8,140,132         | 8,140,132           | 8,645,606         |
| <b>Subtotal Current Revenues</b>                    | <b>529,559</b>   | <b>7,440,465</b>  | <b>13,842,132</b> | <b>15,575,132</b>   | <b>15,280,606</b> |
| <b>Total Resources</b>                              | <b>6,682,084</b> | <b>10,497,360</b> | <b>17,463,088</b> | <b>20,681,139</b>   | <b>22,837,002</b> |
| <b>Requirements by Category</b>                     |                  |                   |                   |                     |                   |
| <b>Current Expenditures</b>                         |                  |                   |                   |                     |                   |
| Personnel Services                                  | -                | -                 | 100,000           | -                   | -                 |
| Materials and Services                              | 2,198,285        | 3,281,524         | 3,515,502         | 3,085,256           | 1,844,407         |
| Capital Outlay                                      | 1,426,904        | 2,109,829         | 11,847,586        | 10,039,487          | 18,992,595        |
| <b>Subtotal Current Expenditures</b>                | <b>3,625,189</b> | <b>5,391,353</b>  | <b>15,463,088</b> | <b>13,124,743</b>   | <b>20,837,002</b> |
| Reserve for Future Expenditures                     | -                | -                 | 2,000,000         | -                   | 2,000,000         |
| <b>Total Requirements</b>                           | <b>3,625,189</b> | <b>5,391,353</b>  | <b>17,463,088</b> | <b>13,124,743</b>   | <b>22,837,002</b> |
| Revenue Less Expense                                | 3,056,895        | 5,106,007         | -                 | 7,556,396           | -                 |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.

# Enterprise Fund



**Funds Included In This Section:**

**Managing Department:**

601 Stone Creek Golf Course Fund  
602 Clackamas Broadband Utility  
605 911 Center Fund

Department of Transportation & Development  
Technology Services  
C-COM 911



**Description of Fund**

The Stone Creek Golf Course Fund was established to deposit and disburse funds from the daily operations of the Stone Creek golf course. The land was purchased and developed by County Parks with the intent to generate a long-term sustainable revenue stream from golf course operations that would go directly to County Parks to support park operations and maintenance needs.

The Stone Creek Golf Club 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 (TGMS), who manages, operates, and maintains the golf course. Stone Creek has received several awards and recognitions over the years, most notably:

- Ranked #5 on golfpass.com's Golfer's Choice 2022: Best Golf Courses in Oregon
- Voted # 6 on the list of most Eco-Friendly Golf Courses in America by Links Golf Magazine – January 2013
- Oregon PGA Senior Player of the Year – Gordon Tolbert – 2013
- Pacific Northwest PGA Section Professional of the Year – Gordon Tolbert – 2010
- Environmental Leaders in Golf Award – National Public Winner 2008, Chapter Public Winner 2005, 2006, 2007, Merit Public Winner 2004
- Golf Digest Best Places to Play (4 Stars) – 2006-2007
- Voted # 1 Best Value in the Pacific Northwest – Brainstorm Magazine 2004

**Revenue Summary**

Revenue is composed primarily of golf course fees.

**Expenditure Summary**

Expenditures for contracted services to operate and maintain the golf course and the popular walking trail around the perimeter of the course make up the largest portion of the expenses. Operating equipment and land and building improvements for the golf course are also included in the budget each year.

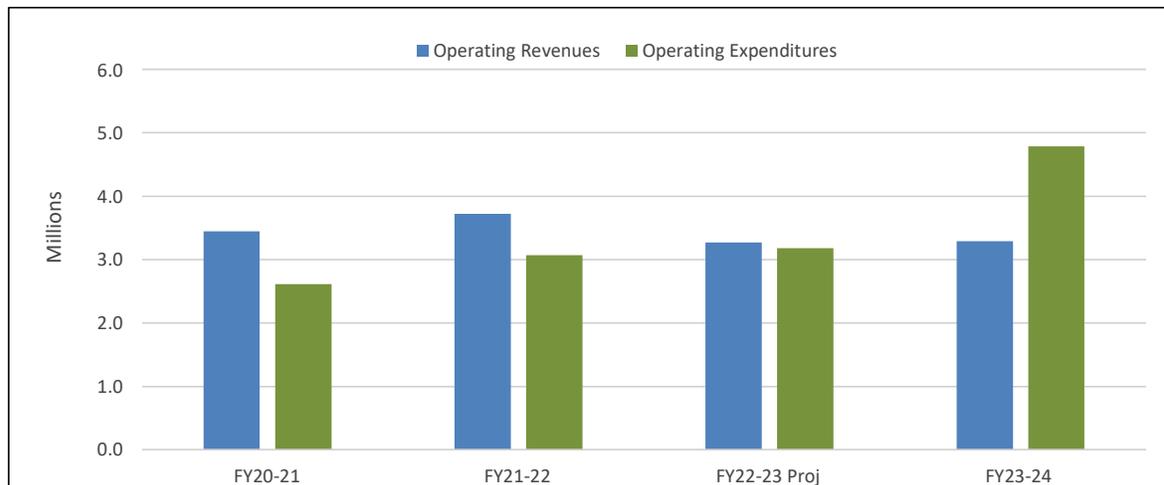
**Significant Issues & Changes**

- The County is working with Total Golf Management Services, LLC (TGMS), the contracted management firm for the Stone Creek Golf Club, to set up a capital asset repair and replacement schedule to determine the funds that need to be set aside annually to pay for the future repair and replacement of the Stone Creek Golf Course Program's capital assets.
- After an initial closure in the spring of 2020 due to COVID-19, Stone Creek re-opened and has continued to see rounds of golf played and revenue over projections, due in part to the desire for outdoor and socially distanced activities. The golf club is experiencing record revenues as golf continues to be a popular outdoor activity.
- The golf course irrigation system and irrigation pond, the two largest asset replacement projects on the capital asset list, are nearing their end of life and will soon need to be replaced.



## Stone Creek Golf Course Fund (601)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21</b>   | <b>FY21-22</b>   | <b>FY22-23</b>   | <b>FY22-23</b>      | <b>FY23-24</b>   |
|---|------------------|------------------|------------------|---------------------|------------------|
|   | <b>Actual</b>    | <b>Actual</b>    | <b>Amended</b>   | <b>Projected YE</b> | <b>Adopted</b>   |
| <b>Resources by Category</b>                        |                  |                  |                  |                     |                  |
| Beginning Fund Balance                              | 1,349,214        | 2,188,398        | 1,699,237        | 2,845,189           | 2,659,381        |
| <b>Current Revenues</b>                             |                  |                  |                  |                     |                  |
| Charges, Fees, License, Permits, Fines, Assessments | 3,431,781        | 3,511,023        | 2,992,996        | 3,247,600           | 3,247,600        |
| All Other Revenue Resources                         | 17,106           | 215,784          | 10,000           | 20,933              | 43,201           |
| <b>Subtotal Current Revenues</b>                    | <b>3,448,887</b> | <b>3,726,808</b> | <b>3,002,996</b> | <b>3,268,533</b>    | <b>3,290,801</b> |
| <b>Total Resources</b>                              | <b>4,798,101</b> | <b>5,915,205</b> | <b>4,702,233</b> | <b>6,113,722</b>    | <b>5,950,182</b> |
| <b>Requirements by Category</b>                     |                  |                  |                  |                     |                  |
| <b>Current Expenditures</b>                         |                  |                  |                  |                     |                  |
| Materials and Services                              | 2,580,562        | 2,735,454        | 3,072,104        | 3,029,341           | 3,135,783        |
| Capital Outlay                                      | 29,141           | 334,562          | 150,000          | 150,000             | 1,650,000        |
| <b>Subtotal Current Expenditures</b>                | <b>2,609,703</b> | <b>3,070,017</b> | <b>3,222,104</b> | <b>3,179,341</b>    | <b>4,785,783</b> |
| Special Payments                                    | -                | -                | 1,000            | -                   | -                |
| Transfers   | -                | -                | 275,000          | 275,000             | 225,000          |
| Reserve for Future Expenditures                     | -                | -                | 821,293          | -                   | -                |
| Contingency   | -                | -                | 382,836          | -                   | 939,399          |
| <b>Total Requirements</b>                           | <b>2,609,702</b> | <b>3,070,017</b> | <b>4,702,233</b> | <b>3,454,341</b>    | <b>5,950,182</b> |
| Revenue Less Expense                                | 2,188,399        | 2,845,189        | -                | 2,659,381           | -                |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



**Description of Fund**

The Clackamas Broadband eXchange (CBX) Fund was initially funded from federal and matching funds for the American Recovery and Reinvestment Act (ARRA) grant under the Broadband Technology Opportunities Program (BTOP) grant project. With the completion of the grant in September 2013, the project has now moved into a self-support model much like a utility business. As such it has continued to slowly expand and grow through either self-funded or customer-funded construction. In FY2021-22, the County received an American Rescue Plan Act (ARPA) Grant of which CBX tentatively awarded \$10.1M to expand broadband into under-served areas of the County. Phase 1 and Phase 2 of the project are budgeted for \$7.6M in FY2023-24. Primary activities include:

- Management of the Clackamas Broadband eXchange capital, engineering, and construction funds, projects, and personnel for continued expansion of dark fiber infrastructure.
- Coordination of all project contractors including engineering, design, environmental, and construction.
- Coordination with all required agencies, partners, companies, and clients.
- Coordination with partner Internet Providers on utilization/expansion of CBX, partner projects in the delivery of Internet services, and programs for improving access and increasing broadband speeds.
- Development and coordination of policies, procedures, outreach, and required documentation related to the management, construction, and operation of the CBX Project.
- Maintenance, repair, and monitoring (24\*7\*365) of services to maintain the fiber plant.
- Continued marketing and partnering with local agencies, telecom providers, and businesses to provide both sales opportunities for CBX and economic growth opportunities for the County.
- Where possible, development of partnerships with other agencies on the expansion of CBX services including Continuance of Operations services.
- Coordination with County departments such as Business & Economic Development to leverage CBX to assist in the marketing of the County to prospective businesses.
- Continued Coordination with County Administration and ISPs on options to utilize CBX to expand various services throughout the County and progress on the Board of County Commissioners' goal of Access for All.
- Continued research and application for grants, subsidies, or other funding sources to help expand CBX services.

**Revenue Summary**

Ongoing funding is either from grant sources or from fees assessed to connected sites and telecom/cable service providers utilizing the fiber. This revenue is expected to grow as additional connections are made and the fiber plant is expanded. CBX is also aggressively pursuing any qualified funding from State & Federal sources such as recovery or infrastructure funds.

**Expenditure Summary**

For FY22-23 the total Amended CBX budget was \$3,051,220 and increased by \$2,640,000 for projected construction from the ARPA grant. For FY23-24 the total initial CBX budget is \$2,771,091 with the estimated remaining balance of the ARPA grant of \$7,065,823 for a total of \$9,836,914. The ARPA portion of the program is expected to last until 2025 so any unused ARPA funds will be rolled into the next FY until the ARPA work is completed.

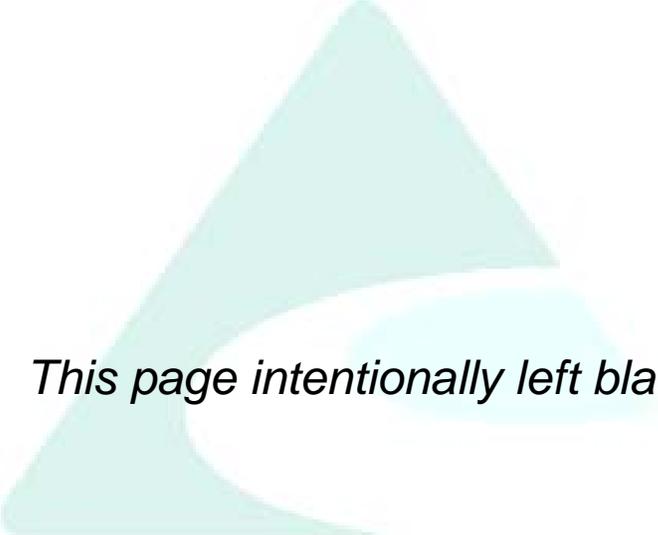
Continued growth is expected as new reimbursed construction projects are added along with additional phases of ARPA funds. Expenditures planned for the fiscal year including staffing for the project manager, network engineer, and 4 fiber technicians (\$1,025,217 / 10.4%) and fiber plant maintenance/repairs/relocations (\$312,000 / 3.2%). Initial estimated construction (~\$1,000,000 / 10.2%) – which will increase with ARPA additional construction. Any additional net revenue will be utilized in the construction of expanded fiber opportunities as funding permits or partnerships with other agencies and businesses.

### Significant Issues & Changes

- Continued planning/construction for the expansion of the fiber plant as funding allows providing new business, service, and economic opportunities for agencies, businesses, and the public while remaining fully self-sufficient.
- Continued to develop partnerships with several local Telecommunication Companies.
- Completed ISP Partnership beta projects, connected the initial block of homes in the Kiwanis Road project.
- Implemented a new Business Plan to include ISP partnerships with local ISPs.
- Additional expanded fiber plant to agencies in adjacent Counties (Washington and Multnomah).
- Change the Denver hub route to the Bend hub as a backup for the potential loss of the Portland Internet connection.
- Designed and began construction on phase 1 of the ARPA Broadband Project. Of the 5 phase 1 projects, 2 are complete and a third will be complete by the end of FY.
- Completed 1<sup>st</sup> contract for ISP services on the new ARPA fiber expansion with the second in for legal review.
- Increased staff fiber construction technicians from 2 to 4 FTE.
- Procured several vehicles and trucks for construction to reduce overall costs from leasing/contractors.

### Goals for Next Fiscal Year

- Continue Marketing Program utilizing services of PGA and other sources to expand outreach.
- Continue to work with PGA in identifying and supporting legislation, both state and federal, that will be beneficial to the expansion of broadband in Clackamas County.
- Continue to implement and expand the Business Plan to include the creation of more partnerships with local ISPs and identification of proposed under-served areas to expand Internet services provided by the partner ISPs.
- Maintain positive revenue growth to increase maintenance coverage and capital construction budgets.
- Sell new services via the 3<sup>rd</sup> route to an Internet Point-of-Presence in Bend, Oregon for COOP redundancy
- Continued coordination with the Department of Business and Economic Development into potential partnerships with local businesses. Research potential incentive programs to promote the development of knowledge-based and home-based businesses.
- Develop a program for partnership with local public entities to expand the fiber plant into the greater Portland area and other counties as possible.
- Continue to connect additional school districts, businesses, local telecoms, and agencies to the CBX network. Expand CBX fiber into Marion County to new public agencies.
- Coordinate with broadband transport vendors to provide additional services.
- Expand the use of DWDM equipment to maximize utilization of the fiber optic plant.
- Under guidance from County Administration, investigate and pursue potential revenue sources and programs to develop internet subsidy options to help keep ISP services affordable.
- Continue to monitor state and federal grants that focus on broadband expansion for future funding to rural areas within Clackamas County.
- Complete ARPA Phase 1 and continue the design/construction of Phase 2.
- Research, and as applicable, develop new funding and service models to enhance CBX services and revenue.



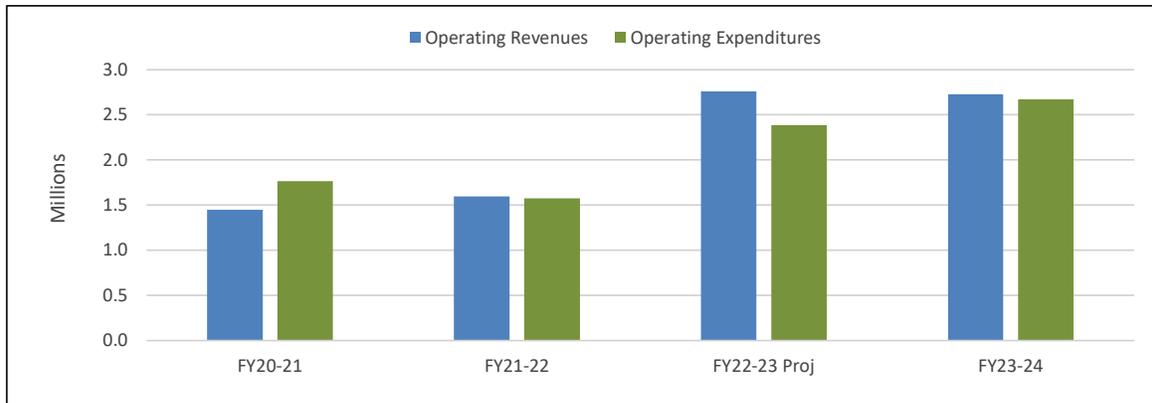
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**CLACKAMAS**  
C O U N T Y



## Clackamas Broadband Utility Fund (602)

| <i>Resources and Requirements by Fund</i>           | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Amended | FY22-23<br>Projected YE | FY23-24<br>Adopted |
|---|-------------------|-------------------|--------------------|-------------------------|--------------------|
| <b>Resources by Category</b>                        |                   |                   |                    |                         |                    |
| Beginning Fund Balance                              | 721,496           | 373,699           | 346,000            | 336,916                 | 45,000             |
| <b>Current Revenues</b>                             |                   |                   |                    |                         |                    |
| Federal, State, Local, All Other Gifts & Donations  | -                 | 32,270            | -                  | -                       | -                  |
| Charges, Fees, License, Permits, Fines, Assessments | 1,411,833         | 1,527,237         | 2,410,220          | 1,950,671               | 2,681,091          |
| All Other Revenue Resources                         | 36,922            | 38,761            | 295,000            | 187,000                 | 45,000             |
| <b>Subtotal Current Revenues</b>                    | <b>1,448,755</b>  | <b>1,598,267</b>  | <b>2,705,220</b>   | <b>2,137,671</b>        | <b>2,726,091</b>   |
| <b>Total Resources</b>                              | <b>2,170,251</b>  | <b>1,971,966</b>  | <b>3,051,220</b>   | <b>2,474,587</b>        | <b>2,771,091</b>   |
| <b>Requirements by Category</b>                     |                   |                   |                    |                         |                    |
| <b>Current Expenditures</b>                         |                   |                   |                    |                         |                    |
| Personnel Services                                  | 502,156           | 692,190           | 933,469            | 947,126                 | 814,940            |
| Materials and Services                              | 650,316           | 710,901           | 841,545            | 757,461                 | 856,095            |
| Capital Outlay                                      | 611,906           | 174,606           | 1,186,000          | 680,000                 | 1,000,000          |
| <b>Subtotal Current Expenditures</b>                | <b>1,764,377</b>  | <b>1,577,697</b>  | <b>2,961,014</b>   | <b>2,384,587</b>        | <b>2,671,034</b>   |
| Special Payments                                    | 32,175            | 57,353            | 45,000             | 45,000                  | 45,000             |
| Contingency   | -                 | -                 | 45,207             | -                       | 55,057             |
| <b>Total Requirements</b>                           | <b>1,796,552</b>  | <b>1,635,051</b>  | <b>3,051,220</b>   | <b>2,429,587</b>        | <b>2,771,091</b>   |
| Revenue Less Expense                                | 373,699           | 336,915           | -                  | 45,000                  | -                  |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.



## 911 Center Fund (605)

### Overview

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#### Description of Fund

The 911 Center Fund accounts for the operation of the Clackamas 911 (CCOM) Services Department. CCOM is self-supporting and is not dependent upon the County General Fund. Six law enforcement agencies and eight fire districts/departments contract with CCOM for dispatching services.

#### Revenue Summary

The major source of funding for the Department is from fire and law enforcement member agency dispatch fees accounting for 50% of revenue. The State 9-1-1 fund provides 22% of revenue. The remaining revenue is comprised of a contract with the U.S. Forest Service and dispatching fees paid by numerous Clackamas County entities including Community Corrections, Code Enforcement, District Attorney's Office, Dog Services, Medical Examiner, Juvenile Department, and Weigh Master. In addition, audio reproduction fees and interest income are included as minor sources of revenue.

CCOM also serves as the fiscal agent for regional 9-1-1 communications projects and receives funds for these projects from the Urban Area Security Initiative (UASI) grant funds that are allocated from the Regional Disaster Preparedness Organization (RDPO), located in the City of Portland. These regional communications projects serve the 9-1-1 centers throughout the Portland metro area.

For FY23-24 only, there is a one-time County General Fund subsidy of \$209,014 to offset a 46% increase in allocated costs due to the adoption of a new cost model.

#### Expenditure Summary

Personnel Services account for 67% of total expenditures and support 57 FTE including dispatch, technical, training, and administrative support personnel.

The Materials and Services category accounts for 8% of expenditures with Cost Allocation for County services being 5% of this category costs.

CCOM's budget reflects \$510,000 from UASI Grants. These funds are managed through CCOM and are a pass-through to regional partners for projects which provide benefit to all of the 9-1-1 centers inside the Portland UASI footprint.

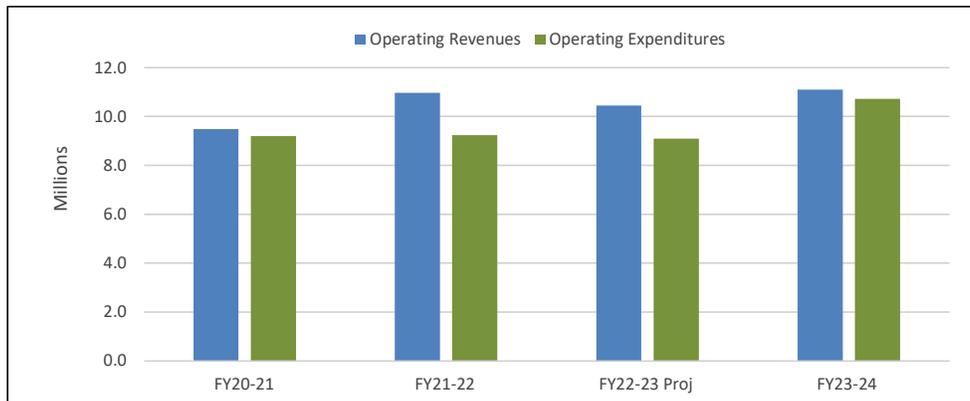
#### Significant Issues & Changes

The CCOM Member Board made no changes in services in FY23-24 due to cost increases related to both inflation and county cost allocation changes. This resulted in an overall 6% increase in user fees.



## 911 Center Fund (605)

| <i>Resources and Requirements by Fund</i>           | <b>FY20-21<br/>Actual</b> | <b>FY21-22<br/>Actual</b> | <b>FY22-23<br/>Amended</b> | <b>FY22-23<br/>Projected YE</b> | <b>FY23-24<br/>Adopted</b> |
|---|---------------------------|---------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Resources by Category</b>                        |                           |                           |                            |                                 |                            |
| Beginning Fund Balance                              | 1,473,385                 | 1,455,432                 | 1,558,600                  | 2,613,833                       | 3,055,304                  |
| <b>Current Revenues</b>                             |                           |                           |                            |                                 |                            |
| Federal, State, Local, All Other Gifts & Donations  | 3,063,483                 | 4,353,998                 | 3,909,794                  | 3,711,221                       | 3,766,188                  |
| Charges, Fees, License, Permits, Fines, Assessments | 6,405,357                 | 6,588,204                 | 6,714,661                  | 6,714,661                       | 7,103,463                  |
| All Other Revenue Resources                         | 29,407                    | 25,731                    | 24,700                     | 24,700                          | 24,700                     |
| General Fund Support                                | -                         | -                         | -                          | -                               | 209,014                    |
| <b>Subtotal Current Revenues</b>                    | <b>9,498,247</b>          | <b>10,967,933</b>         | <b>10,649,155</b>          | <b>10,450,582</b>               | <b>11,103,365</b>          |
| <b>Total Resources</b>                              | <b>10,971,633</b>         | <b>12,423,366</b>         | <b>12,207,755</b>          | <b>13,064,415</b>               | <b>14,158,669</b>          |
| <b>Requirements by Category</b>                     |                           |                           |                            |                                 |                            |
| <b>Current Expenditures</b>                         |                           |                           |                            |                                 |                            |
| Personnel Services                                  | 8,245,773                 | 8,053,426                 | 9,342,936                  | 8,089,495                       | 9,538,564                  |
| Materials and Services                              | 944,486                   | 1,181,864                 | 990,361                    | 998,917                         | 1,169,898                  |
| Capital Outlay                                      | 8,658                     | 5,572                     | 20,000                     | 9,000                           | 15,000                     |
| <b>Subtotal Current Expenditures</b>                | <b>9,198,917</b>          | <b>9,240,862</b>          | <b>10,353,297</b>          | <b>9,097,412</b>                | <b>10,723,462</b>          |
| Special Payments                                    | 317,283                   | 568,670                   | 1,023,100                  | 911,699                         | 960,400                    |
| Reserve for Future Expenditures                     | -                         | -                         | 481,357                    | -                               | 2,124,807                  |
| Contingency   | -                         | -                         | 350,000                    | -                               | 350,000                    |
| <b>Total Requirements</b>                           | <b>9,516,200</b>          | <b>9,809,532</b>          | <b>12,207,755</b>          | <b>10,009,111</b>               | <b>14,158,669</b>          |
| Revenue Less Expense                                | 1,455,432                 | 2,613,833                 | -                          | 3,055,304                       | -                          |



\*Presentation changes are the result of the new county-wide chart of accounts implementation.

This section is designed to provide an opportunity for departments to share significant operational issues. Analyzing the budget by department provides a different perspective from the previous “by fund” section. A county-wide organizational chart is provided on pages 2-3.

Performance Clackamas is the County's plan, built around strategic priorities, and measurable goals with specific outcomes for customers. This plan was adopted by the County Commissioners in September 2014, after consideration of public input received over the prior 18 months at business meetings, open houses, community events, survey, and other methods. The 5 strategic priorities are:

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

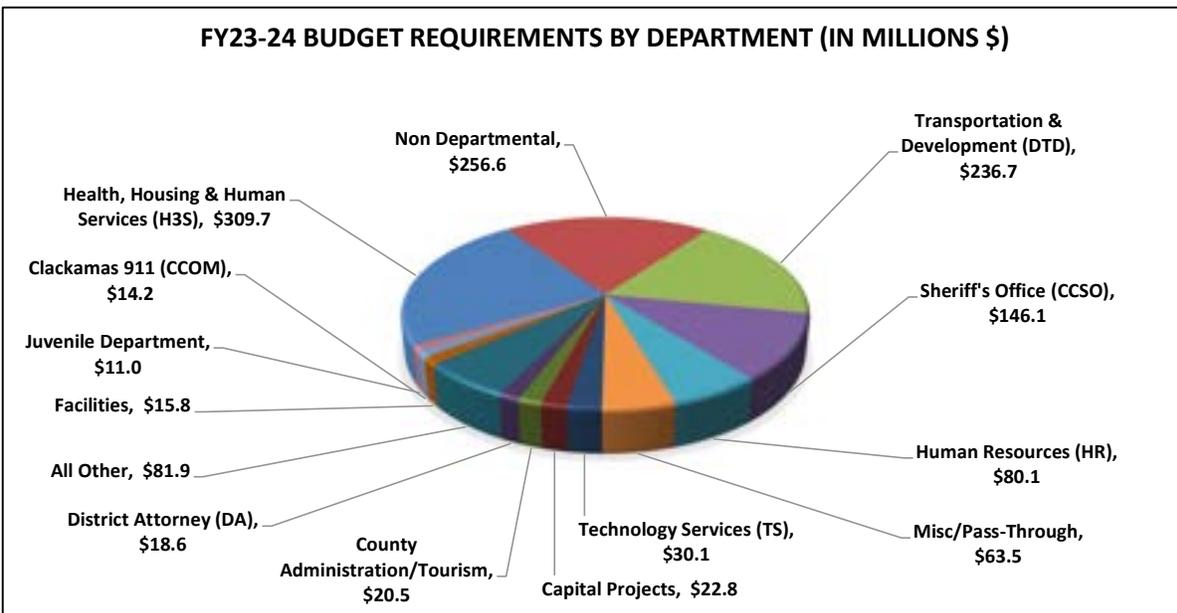
Under each of these priorities, the Commissioners adopted measurable strategic goals and timelines for their accomplishment to direct the focus and effort of the departments they oversee. These goals and their timelines along with more detailed information about Performance Clackamas appear in the Budget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

Twenty departments have developed their Performance Clackamas strategic business plans thus far: Finance, Transportation and Development, Technology Services, Disaster Management, Assessment & Taxation, County Administration, Counsel, Clerk, Public and Government Affairs, Health, Housing, and Human Services, Juvenile, Clackamas 911 (CCOM), Human Resources, Treasurer's Office, Sheriff's Office, District Attorney, and Justice Court.

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

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

| Requirements by Department              | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended   | FY22-23<br>Projections | FY23-24<br>Budget    |
|---|--------------------|--------------------|----------------------|------------------------|----------------------|
| Assessment & Taxation                   | 8,890,592          | 9,078,378          | 9,894,242            | 8,791,700              | 10,169,708           |
| Capital Projects                        | 3,625,189          | 5,391,353          | 17,463,088           | 20,681,139             | 22,837,002           |
| Clackamas 911 (CCOM)                    | 9,516,200          | 9,963,509          | 12,207,754           | 13,064,415             | 14,158,669           |
| Community Corrections                   | 15,755,867         | 15,273,461         | -                    | -                      | -                    |
| County Administration/Tourism           | 6,445,871          | 7,669,724          | 23,012,108           | 20,331,428             | 20,548,173           |
| County Clerk                            | 3,538,671          | 3,723,409          | 4,798,561            | 4,510,545              | 4,466,329            |
| County Counsel                          | 2,993,462          | 3,127,829          | 3,345,935            | 3,347,251              | 3,363,415            |
| Disaster Management                     | 4,969,916          | 3,190,889          | 4,520,680            | 4,601,229              | 4,346,735            |
| District Attorney (DA)                  | 14,764,364         | 15,527,205         | 17,239,032           | 17,260,798             | 18,604,119           |
| Facilities                              | 13,563,732         | 12,831,011         | 17,726,651           | 16,371,824             | 15,845,473           |
| Finance                                 | 7,647,490          | 8,272,308          | 9,275,655            | 8,601,907              | 7,992,175            |
| Health, Housing & Human Services (H3S)  | 141,551,954        | 170,563,712        | 245,917,055          | 302,386,753            | 309,674,876          |
| Human Resources (HR)                    | 40,175,232         | 41,780,599         | 83,477,766           | 78,034,917             | 80,095,264           |
| Justice Court                           | 2,242,431          | 2,441,673          | 4,658,227            | 3,985,859              | 3,752,660            |
| Juvenile Department                     | 11,158,083         | 8,448,108          | 11,868,877           | 11,543,330             | 11,011,348           |
| Law Library                             | 379,254            | 339,919            | 482,223              | 626,545                | 558,549              |
| Misc/Pass-Through                       | 20,526,939         | 20,947,685         | 26,731,854           | 22,462,444             | 63,453,709           |
| Non Departmental                        | 175,288,041        | 166,257,325        | 279,059,765          | 250,092,697            | 256,621,815          |
| None                                    | 137                | -                  | -                    | -                      | -                    |
| Public & Government Affairs (PGA)       | 4,930,802          | 5,026,207          | 5,815,094            | 5,627,081              | 4,738,527            |
| Resolution Services                     | 1,305,290          | 1,334,784          | 1,409,617            | 1,220,593              | -                    |
| Sheriff's Office (CCSO)                 | 98,304,024         | 101,812,607        | 137,887,165          | 132,484,586            | 146,100,935          |
| Technology Services (TS)                | 20,931,338         | 18,372,436         | 36,627,769           | 28,984,177             | 30,143,712           |
| Transportation & Development (DTD)      | 105,237,243        | 113,508,564        | 249,074,363          | 242,972,914            | 236,726,567          |
| Treasurer's Office                      | 1,084,751          | 1,253,699          | 1,432,646            | 1,432,647              | 1,523,956            |
| <b>Total Requirements by Department</b> | <b>714,826,873</b> | <b>746,136,392</b> | <b>1,203,926,127</b> | <b>1,199,416,778</b>   | <b>1,266,733,717</b> |





## **Assessment & Taxation**

### **Bronson Rueda, County Assessor**

Administer State property tax laws, including Appraisal, Assessment, Tax Collection and Mapping services to property taxpayers and taxing districts so they will have confidence in the tax system and receive the highest quality customer experience.

Development Services Building  
150 Beaver Creek Road #135  
Oregon City, Oregon 97045  
503-655-8671

Website: <http://www.clackamas.us/at>



## Assessment & Taxation (10)

### Department Budget Summary by Fund

| <i>Line of Business Name</i>   | <i>Program Name</i>                           | FY 23-24<br>General<br>Fund<br>(100) | FY 23-24<br>ARPA<br>Fund<br>(230) | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |
|--------------------------------|---|--------------------------------------|-----------------------------------|-----------------------------|--|-----------------------|
| Administration                 | Office of the Assessor & Tax Collector        | 436,590                              | -                                 | 436,590                     | 395,606  | 2.0                   |
|                                |   |                                      |                                   |                             |  | -                     |
| Property Tax Revenue & Records | Property Records & Customer Service           | 2,100,380                            | -                                 | 2,100,380                   | 1,762,449  | 14.5                  |
| Property Tax Revenue & Records | Tax Certification, Collection, & Distribution | 1,938,537                            | -                                 | 1,938,537                   | 1,527,681  | 11.5                  |
|                                |   |                                      |                                   |                             |  | -                     |
| Valuation                      | Annual Property Valuation                     | 2,965,751                            |                                   | 2,965,751                   | 2,607,144  | 15.5                  |
| Valuation                      | Value Adjustment                              | 2,728,451                            |                                   | 2,728,451                   | 2,386,828  | 17.5                  |
| <b>TOTAL</b>                   |   | 10,169,709                           | -                                 | 10,169,709                  | 8,679,708  | 61.0                  |
|                                |   | <i>FY 22-23 Budget (Amended)</i>     | -                                 | 9,894,242                   | 8,344,913  | 61.0                  |
|                                |   | <i>\$ Increase (Decrease)</i>        | -                                 | 275,467                     | 334,795  | 0.0                   |
|                                |   | <i>% Increase (Decrease)</i>         | -                                 | 2.8%                        | 4.0%   | 0.0%                  |

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**



**Administration Line of Business  
Office of the Assessor & Tax Collector**

**Purpose Statement**

The purpose of the Office of the Assessor and Tax Collector Program is to provide leadership and support services to all A & T Programs so we can accurately, fairly, and equitably accomplish the administrative requirements of Oregon's Property Tax System.

**Performance Narrative Statement**

For over 30 years the Clackamas County Assessor's office has advanced a work culture dedicated to providing excellent customer service. We work to accomplish this by providing outstanding public service. We are responsive to the needs of taxpayers, citizens, internal partners, and taxing districts. We provide outreach to the public and business community through meetings, training sessions, public service videos, and online information. Annual legislative sessions can bring changes to the requirements of Oregon's property tax system and an ongoing challenge to help Oregonians understand our complicated tax system. Since 2000, the County has seen significant growth with over 24,000 added tax accounts and market value increases of 282%, from \$29 billion to \$111 billion. Taxes extended for collection have increased from \$342 million to over \$1.066 billion, an increase of 211%. The County's growth has far outpaced our staffing levels which have increased by only 6%. From the mid 1990's until 2016, A&T remained stationary at 57.5 positions, we currently have 61. This demonstrates our continuous efforts to increase processing efficiencies and our diligent efforts to maintain a well-qualified, competent staff. We have been steadfast in maintaining clear goals and direction for meeting our performance objectives. However, it's important to address our vulnerability in sustaining these goals and meeting workload demands. In past years we have successfully qualified for the CAFFA Grant based on our output performance and successful completion of required work. While we appreciate three separate budget approvals since 2016 adding 3.5 positions, we continue to fall more than 11 FTE below the Department of Revenue's recommended staffing guidelines for Clackamas County. For FY 2024 we are not requesting additional positions due to current budget constraints. Nonetheless, we continue to state that insufficient appraisal staffing could potentially put future CAFFA dollars at risk if workload demands continue at the current pace. Limited resources also perpetuate the growing issue of property not included on the tax roll, which is one of our Performance Clackamas strategic goals. Repercussions include lost revenue and a lack of fairness and equity among taxpayers.

**Key Performance Measures**

|            |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Projected<br>Performance | FY 23-24<br>Target |
|------------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result     | Department will operate within 95% of its annual adopted budget  | 95%                | 95%                | 95%                | 89%                                  | 95%                |
| Result     | A partnership funding agreement will be in place to achieve annual flights of oblique aerial imagery by 2023 | 50%                | 75%                | 75%                | 75%                                  | 75%                |
| Efficiency | Total cost per account   | \$49               | \$51               | \$55               | \$50                                 | \$49               |
| Efficiency | Tax revenue generated per \$ of budgeted expenditure   | \$109              | \$107              | \$104              | \$118                                | \$124              |

Program includes:

Mandated Services  Yes

Shared Services  Yes

Grant Funding  Yes

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet  
If grant funding, include length of grant and any match requirement (with funding source)

**Explanation** The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program. The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

1. Maintenance of constitutionally required real market value on all property
2. Creation of an Assessment Roll and a Tax Roll
3. Appraisal of all Measure 50 exceptions completed timely
4. Resolution of appeals in a timely manner
5. Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas: 1. Assessment, 2. Cartography and GIS Administration, 3. Property Valuation, 4. Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals, and 5. A&T Data Processing.

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



100101-Office of the Assessor & Tax Collector  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 196,342            | 51,693             | 44,263                       | 35,410                            | 40,984            | (3,279)                        | -7%                              |
| General Fund Support                               | -                  | 359,046            | 1,015,437                    | 886,241                           | 395,606           | (619,831)                      | -61%                             |
| <b>Operating Revenue</b>                           | <b>196,342</b>     | <b>410,739</b>     | <b>1,059,700</b>             | <b>921,651</b>                    | <b>436,590</b>    | <b>(623,110)</b>               | <b>-59%</b>                      |
| <b>Total Revenue</b>                               | <b>196,342</b>     | <b>410,739</b>     | <b>1,059,700</b>             | <b>921,651</b>                    | <b>436,590</b>    | <b>(623,110)</b>               | <b>-59%</b>                      |
| Personnel Services                                 | 356,015            | 410,698            | 369,588                      | 215,361                           | 351,707           | (17,881)                       | -5%                              |
| Materials and Services                             | 191,828            | 62,983             | 690,112                      | 706,290                           | 84,883            | (605,229)                      | -88%                             |
| <b>Operating Expense</b>                           | <b>547,843</b>     | <b>473,681</b>     | <b>1,059,700</b>             | <b>921,651</b>                    | <b>436,590</b>    | <b>(623,110)</b>               | <b>-59%</b>                      |
| <b>Total Expense</b>                               | <b>547,843</b>     | <b>473,681</b>     | <b>1,059,700</b>             | <b>921,651</b>                    | <b>436,590</b>    | <b>(623,110)</b>               | <b>-59%</b>                      |
| <b>Revenues Less Expenses</b>                      | <b>(351,501)</b>   | <b>(62,942)</b>    | -                            | -                                 | -                 |                                |                                  |

Notes:



# Property Tax Revenue & Records Line of Business

## Property Records & Customer Service

### Purpose Statement

The purpose of the Property Records & Customer Service Program is to provide current and historical property information services to property owners, taxpayers, other jurisdictions, and the public so they can determine ownership, value, taxation, boundaries and history of property so they can make informed property decisions.

### Performance Narrative Statement

This program processed just over 19,000 deeds in 2022 resulting in ownership, address, and/or boundary changes. On average, property records were updated within 5 business days to accurately reflect owner names, mailing and situs address on the current tax roll. The volume of real estate activity requires prioritization of staff to maintain GIS mapping data and assessment records accurately in preparation of closing our annual tax roll in October. In the past year we have successfully come to the conclusion of digitizing all A&T maps. We have retired all 3,433 hand drafted Mylar maps with digital GIS maps. We continue to prioritize and maintain outstanding customer service, responding within one business day to customer inquiries and within one week on record requests.

### Key Performance Measures

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Projected<br>Performance | FY 23-24<br>Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | # of property record changes completed               | 20,865             | 19,063             | 18,338             | 12,142                               | 12,385             |
| Result | >95% of phone calls returned within one business day | >95%               | >95%               | >95%               | >95%                                 | >95%               |
| Result | % of Assessor's tax maps digitized                   | 86%                | 98%                | 99%                | 100%                                 | 100%               |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet  
 If grant funding, include length of grant and any match requirement (with funding source)

**Explanation** The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include

1. Maintenance of constitutionally required real market value on all property
2. Creation of an Assessment Roll and a Tax Roll
3. Appraisal of all Measure 50 exceptions completed timely
4. Resolution of appeals in a timely manner
5. Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas: 1. Assessment, 2. Cartography and GIS Administration, 3. Property Valuation, 4. Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals, and 5. A&T Data Processing.

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



100202-Property Records & Customer Service

BCC Priority Alignment: Accountable Government

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 351,569            | 522,152            | 343,033                      | 256,721                           | 297,131           | (45,902)                       | -13%                             |
| All Other Revenue Resources                        | 43,352             | 41,890             | 41,440                       | 23,919                            | 40,800            | (640)                          | -2%                              |
| General Fund Support                               | -                  | 1,439,812          | 1,531,684                    | 1,501,140                         | 1,762,449         | 230,765                        | 15%                              |
| <b>Operating Revenue</b>                           | <b>394,920</b>     | <b>2,003,854</b>   | <b>1,916,157</b>             | <b>1,781,780</b>                  | <b>2,100,380</b>  | <b>184,223</b>                 | <b>10%</b>                       |
| <b>Total Revenue</b>                               | <b>394,920</b>     | <b>2,003,854</b>   | <b>1,916,157</b>             | <b>1,781,780</b>                  | <b>2,100,380</b>  | <b>184,223</b>                 | <b>10%</b>                       |
| Personnel Services                                 | 1,474,297          | 1,319,948          | 1,644,106                    | 1,512,558                         | 1,600,720         | (43,386)                       | -3%                              |
| Materials and Services                             | 448,391            | 437,978            | 272,050                      | 269,222                           | 499,660           | 227,610                        | 84%                              |
| <b>Operating Expense</b>                           | <b>1,922,687</b>   | <b>1,757,926</b>   | <b>1,916,156</b>             | <b>1,781,780</b>                  | <b>2,100,380</b>  | <b>184,224</b>                 | <b>10%</b>                       |
| <b>Total Expense</b>                               | <b>1,922,687</b>   | <b>1,757,926</b>   | <b>1,916,156</b>             | <b>1,781,780</b>                  | <b>2,100,380</b>  | <b>184,224</b>                 | <b>10%</b>                       |
| <b>Revenues Less Expenses</b>                      | <b>(1,527,767)</b> | <b>245,928</b>     | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



# Property Tax Revenue & Records Line of Business

## Tax Certification, Collection, & Distribution

### Purpose Statement

The purpose of the Tax Revenue Program is to provide tax certification, value notification, billing, collection, distribution, reporting, and consulting services to property owners, taxpayers, and taxing districts so taxpayers know the amount of tax to pay and districts know the amount of revenue to be distributed.

### Performance Narrative Statement

Successfully printed and mailed our property tax statements with our new printing vendor, which also offered for the first time, the ability for taxpayers to sign up for paperless billing. Annexations and withdrawals were processed timely and accurately to be correctly reflected on the 2022-23 tax roll. The program successfully processed levy requirements for 129 taxing districts used to produce a total tax roll of \$1,066,817,444. Tax notifications were mailed for 170,610 accounts by October 25, 2022. Collection and distribution was timely with taxing districts receiving funds equivalent to 87% of the total tax roll within 15 days of the November collection date. We are on target to be 97% collected by the end of FY22-23.

### Key Performance Measures

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Projected<br>Performance | FY 23-24<br>Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | 87% of tax dollars distributed by November 30th each year      | 88%                | 88%                | 87%                | 88%                                  | 87%                |
| Result | 97% of tax dollars are collected by the end of the fiscal year | 97%                | 97%                | 97%                | 97%                                  | 97%                |
| Output | # of credit, debit and E-check online payment postings         | 14,938             | 16,381             | 20,000             | 19,000                               | 21,000             |

Program includes:

Mandated Services  Yes

Shared Services  Yes

Grant Funding  Yes

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet  
If grant funding, include length of grant and any match requirement (with funding source)

**Explanation** The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

1. Maintenance of constitutionally required real market value on all property
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3. Appraisal of all Measure 50 exceptions completed timely
4. Resolution of appeals in a timely manner
5. Calculation, collection, and distribution of taxes

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The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



100203-Tax Certification, Collection, & Distribution

BCC Priority Alignment: Accountable Government

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 419,622            | 235,066            | 254,508                      | 203,607                           | 235,656           | (18,852)                       | -7%                              |
| All Other Revenue Resources                        | 177,203            | 61,015             | 157,889                      | 129,564                           | 175,200           | 17,311                         | 11%                              |
| General Fund Support                               | -                  | 1,476,886          | 1,245,960                    | 1,270,667                         | 1,527,681         | 281,721                        | 23%                              |
| <b>Operating Revenue</b>                           | <b>596,825</b>     | <b>1,772,967</b>   | <b>1,658,357</b>             | <b>1,603,838</b>                  | <b>1,938,537</b>  | <b>280,180</b>                 | <b>17%</b>                       |
| <b>Total Revenue</b>                               | <b>596,825</b>     | <b>1,772,967</b>   | <b>1,658,357</b>             | <b>1,603,838</b>                  | <b>1,938,537</b>  | <b>280,180</b>                 | <b>17%</b>                       |
| Personnel Services                                 | 1,217,044          | 1,273,222          | 1,254,133                    | 1,200,857                         | 1,332,111         | 77,978                         | 6%                               |
| Materials and Services                             | 497,774            | 489,590            | 404,224                      | 402,981                           | 606,426           | 202,202                        | 50%                              |
| <b>Operating Expense</b>                           | <b>1,714,819</b>   | <b>1,762,812</b>   | <b>1,658,357</b>             | <b>1,603,838</b>                  | <b>1,938,537</b>  | <b>280,180</b>                 | <b>17%</b>                       |
| <b>Total Expense</b>                               | <b>1,714,819</b>   | <b>1,762,812</b>   | <b>1,658,357</b>             | <b>1,603,838</b>                  | <b>1,938,537</b>  | <b>280,180</b>                 | <b>17%</b>                       |
| <b>Revenues Less Expenses</b>                      | <b>(1,117,993)</b> | <b>10,156</b>      | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



## Valuation Line of Business Annual Property Valuation

### Purpose Statement

The purpose of the Annual Property Valuation Program is to provide appraisal, statistical, analytical and reporting services to property owners and taxpayers so they can have confidence that Clackamas County properties are valued at 100% of real market value.

### Performance Narrative Statement

Our business efficiencies in Valuation continue to evolve offering more transparency and delivering more integrated and better services designed to build public trust that will result in the best allocation of resources. Our appraisers primarily complete field work, make and review value decisions and assist the public on valuation issues. Real estate sales activity, new construction and other exception events were similar to last year but have slowed. However, with limited resources it will remain a challenge to meet all of our statutory mandated functions. Updates and enhancements to our automated appraisal database allow us to monitor our appraisal activity in real time and increase the efficiency of our business practices. While still impacted by resource limitations we have made good progress in the conversion of paper records for commercial, industrial, and multi-family properties into our mass appraisal database. This data conversion will allow us to build income property valuation models to enable valuation and recalculation of these types of properties within our system. The Property Valuation Program is still in the process of implementing two new software programs: 1. Mobile Assessor allows for field entry of new construction that will then upload into our Computer Assisted Mass Appraisal system, and 2. ESRI Insights to improve and enhance our annual valuation program. These initiatives will allow us to enhance and improve efficiencies as we continue to struggle with limited resources and forward our goal of GIS/CAMA integration which will enhance valuations, reduce the need for physical inspections, improve the quality of our inventory, which aligns with the strategic goal of building public trust and so that taxpayers can have confidence in the property tax system. Our demand for reappraisal remains high and mostly unmet. Excluding new construction, approximately 152,400 or 93% of real property accounts have not been physically reappraised within the last 6 years and many have not been inspected in over 20 years.

### Key Performance Measures

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Projected<br>Performance | FY 23-24<br>Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | 98% of neighborhood market areas valued at 100% of real market value and consistent with statutory requirement | 98%                | 98%                | 98%                | 98%                                  | 98%                |
| Output | # of new construction/property change appraisals completed   | 7,433              | 7,859              | 8,500              | 9,019                                | 8,000              |
| Demand | # of real properties not physically re-appraised in the past six years   | 155,000            | 155,000            | 153,000            | 150,000                              | 152,400            |

Program includes:

Mandated Services  Yes

Shared Services  Yes

Grant Funding  Yes

Explain all "Yes" boxes below

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

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

Explanation

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

1. Maintenance of constitutionally required real market value on all property
2. Creation of an Assessment Roll and a Tax Roll
3. Appraisal of all Measure 50 exception completed timely
4. Resolution of appeals in a timely manner
5. Calculation, collection, and distribution of taxes

The State review the adequacy of our program by looking at the following areas: 1. Assessment, 2. Cartography and GIS Administration, 3. Property Valuation, 4. Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals, and 5. A&T Processing.

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



**100302-Annual Property Valuation**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 393,663            | 390,637            | 343,032                      | 309,836                           | 358,607           | 15,575                         | 5%                               |
| All Other Revenue Resources                        | -                  | 10                 | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 2,334,055          | 2,445,297                    | 2,189,115                         | 2,607,144         | 161,847                        | 7%                               |
| <b>Operating Revenue</b>                           | <b>393,663</b>     | <b>2,724,702</b>   | <b>2,788,329</b>             | <b>2,498,951</b>                  | <b>2,965,751</b>  | <b>177,422</b>                 | <b>6%</b>                        |
| <b>Total Revenue</b>                               | <b>393,663</b>     | <b>2,724,702</b>   | <b>2,788,329</b>             | <b>2,498,951</b>                  | <b>2,965,751</b>  | <b>177,422</b>                 | <b>6%</b>                        |
| Personnel Services                                 | 2,038,526          | 2,124,335          | 2,102,800                    | 1,835,261                         | 1,942,637         | (160,163)                      | -8%                              |
| Materials and Services                             | 498,459            | 808,130            | 685,530                      | 663,690                           | 1,023,114         | 337,584                        | 49%                              |
| Capital Outlay                                     | 122,470            | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                           | <b>2,659,456</b>   | <b>2,932,465</b>   | <b>2,788,330</b>             | <b>2,498,951</b>                  | <b>2,965,751</b>  | <b>177,421</b>                 | <b>6%</b>                        |
| <b>Total Expense</b>                               | <b>2,659,456</b>   | <b>2,932,465</b>   | <b>2,788,330</b>             | <b>2,498,951</b>                  | <b>2,965,751</b>  | <b>177,421</b>                 | <b>6%</b>                        |
| <b>Revenues Less Expenses</b>                      | <b>(2,265,793)</b> | <b>(207,762)</b>   | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



## Valuation Line of Business

### Value Adjustment

#### Purpose Statement

The purpose of the Value Adjustment Program is to provide exemption and deferral eligibility determinations, value and tax correction services, and dispute resolution services to property owners and taxpayers so they can experience tax relief appropriate to their property use, have their dispute issues efficiently decided consistent with procedural fairness within the law, and have confidence that they are paying the correct amount of tax.

#### Performance Narrative Statement

The real estate market continues to be strong in Clackamas County and residential properties will again see growth in many market areas. Commercial properties have suffered more over the past two years but hold fairly steady. Value appeals to the Board of Property Tax Appeals were down, however the percentage of Commercial/Industrial appeals continues to be significant and are much more complex than most residential appeals. We expect the percentage of Commercial/Industrial appeals to increase in 2023-24. While appeals to BOPTA were less than anticipated, appeals to the Magistrate Division of the Tax Court have increased dramatically. Typically we are able to resolve the majority of Commercial/Industrial appeals at BOPTA. These appeals require a significant amount of resources; the full impact is not yet known. The legal complexity of today's appeals and the complexity of properties under appeal often continue to require participation by County Counsel for representation for Magistrate, Regular Division Tax Court and Supreme Court cases. An increasing level of sales activity is helpful but continues to require significant appraisal resources to verify sales, research listings and field inspect property to support appeals, general market analysis and the ratio study. In the previous year over 1,700 new or continued exemption and deferral eligibility determinations were reviewed as well as maintenance on the existing approximate 24,000 accounts that have previously qualified so property owners can have confidence they are paying the correct tax consistent with the use of the property. For 2023-24 we have moved away from sales outlier analysis and are focusing on a more consistent and regular reappraisal of our 300 plus neighborhoods in Clackamas County. This will ensure a more uniform and equitable valuation of each property in those neighborhoods and help maintain the health of our valuation program.

#### Key Performance Measures

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Projected<br>Performance | FY 23-24<br>Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | Board of Property Tax Appeals will remain below 1% annually                          | <1%                | <1%                | <1%                | <1%                                  | <1%                |
| Output | # of Board of Property Tax Appeals   | 243                | 196                | 400                | 184                                  | 350                |
| Output | # of real property accounts with tax roll corrections completed for omitted property | 183                | 226                | 275                | 200                                  | 225                |

Program includes:

- Mandated Services  Yes
- Shared Services  Yes
- Grant Funding  Yes

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet  
If grant funding, include length of grant and any match requirement (with funding source)

**Explanation** The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

1. Maintenance of constitutionally required real market value on all property
2. Creation of an Assessment Roll and a Tax Roll
3. Appraisal of all Measure 50 exceptions completed timely
4. Resolution of appeals in a timely manner
5. Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas: 1. Assessment, 2. Cartography and GIS Administration  
3. Property Valuation, 4. Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals, and 5. A&T Data Processing.

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



**100303-Value Adjustment**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 393,663            | 390,637            | 365,164                      | 274,426                           | 317,623           | (47,541)                       | -13%                             |
| All Other Revenue Resources                        | 1,470,298          | 1,424,547          | -                            | 45,846                            | 24,000            | 24,000                         | -                                |
| General Fund Support                               | -                  | 1,842,737          | 2,106,535                    | 1,665,208                         | 2,386,828         | 280,293                        | 13%                              |
| <b>Operating Revenue</b>                           | <b>1,863,961</b>   | <b>3,657,921</b>   | <b>2,471,699</b>             | <b>1,985,480</b>                  | <b>2,728,451</b>  | <b>256,752</b>                 | <b>10%</b>                       |
| <b>Total Revenue</b>                               | <b>1,863,961</b>   | <b>3,657,921</b>   | <b>2,471,699</b>             | <b>1,985,480</b>                  | <b>2,728,451</b>  | <b>256,752</b>                 | <b>10%</b>                       |
| Personnel Services                                 | 1,618,199          | 1,680,669          | 2,139,328                    | 1,629,229                         | 2,114,717         | (24,611)                       | -1%                              |
| Materials and Services                             | 427,589            | 470,825            | 332,371                      | 356,251                           | 613,734           | 281,363                        | 85%                              |
| <b>Operating Expense</b>                           | <b>2,045,787</b>   | <b>2,151,495</b>   | <b>2,471,699</b>             | <b>1,985,480</b>                  | <b>2,728,451</b>  | <b>256,752</b>                 | <b>10%</b>                       |
| <b>Total Expense</b>                               | <b>2,045,787</b>   | <b>2,151,495</b>   | <b>2,471,699</b>             | <b>1,985,480</b>                  | <b>2,728,451</b>  | <b>256,752</b>                 | <b>10%</b>                       |
| <b>Revenues Less Expenses</b>                      | <b>(181,827)</b>   | <b>1,506,426</b>   | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



## **County Administration**

### **Board of County Commissioners**

Tootie Smith - Chair  
Paul Savas  
Martha Schrader  
Mark Shull  
Ben West

**Website:** <http://www.clackamas.us/bcc/>

## **County Administration**

Gary Schmidt – County Administrator  
Nancy Bush – County Operating Officer

**Website:** <https://www.clackamas.us/countyadmin>

2051 Kaen Road  
Oregon City, Oregon 97045  
503-655-8581

Support the Board of County Commissioners, provide leadership and guidance to County departments, and assist the public so that the Board, County employees, and the public experience transparency, responsiveness, efficiency, and effectiveness from their government.



## County Administration (12)

### Department Budget Summary by Fund

| <i>Line of Business Name</i>           | <i>Program Name</i>            | FY 23-24<br>General<br>Fund<br>(100) | FY 23-24<br>ARPA<br>Fund<br>(230) | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |
|--|--------------------------------|--------------------------------------|-----------------------------------|-----------------------------|--|-----------------------|
| County Administration Line of Business | Office of County Administrator | 2,688,836                            | 171,464                           | 2,860,300                   | 2,688,836  | 11.0                  |
| County Administration Line of Business | Equity, Diversity & Inclusion  | 767,646                              | 3,624,973                         | 4,392,619                   | -  | 3.8                   |
| County Administration Line of Business | Performance Clackamas          | -                                    | -                                 | -                           | -  | 0.0                   |
| County Administration Line of Business | BCC Office                     | 1,233,694                            |                                   | 1,233,694                   | 1,233,694  | 5.0                   |
| <b>TOTAL</b>                           |                                | <b>4,690,176</b>                     | <b>3,796,437</b>                  | <b>8,486,613</b>            | <b>3,922,530</b>                                   | <b>19.8</b>           |
| <i>FY 22-23 Budget (Amended)</i>       |                                | 6,254,600                            | 4,682,575                         | 10,937,175                  | 5,203,900  | 21.8                  |
| <i>\$ Increase (Decrease)</i>          |                                | -1,564,424                           | -886,138                          | -2,450,562                  | -1,281,370   | (2.0)                 |
| <i>% Increase (Decrease)</i>           |                                | -25.0%                               | -18.9%                            | -22.4%                      | -24.6%   | -9.2%                 |

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**



**County Administration**  
**Office of the County Administrator**

**Purpose Statement**

The purpose of the Office of the County Administrator program is to provide leadership, representation and administrative support services to the Board, individual Commissioners, County Departments, and the public so they can deliver and experience responsive, professional and effective government.

**Performance Narrative Statement**

The Office of the County Administrator program has a proposed budget for FY23-24 \$2,860,300 ( including ARPA fund \$171,465) This is a decrease of \$1,197,607 from FY22-23. During FY22-23 significant progress was made towards overall employee engagement goals. BCC surveys have not been completed as of December 31, 2022 but we hope to complete them prior to the end of the FY and renew our focus in the coming FY.

**Key Performance Measures**

|        |   | FY 21 - 22 Actual | FY 21-22 Actual | FY 22/23 Target | FY 22/23 Actuals as of 12/31/22 | FY 23-24 Target |
|--------|---|-------------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | By 2020 90% of BCC Members agree they receive timely strategic counsel from Departments   | Not measured      | Actual          | 90%             | Not measured                    | 90%             |
| Result | By 2020 BCC Members agree that 90% of departments are responsive to their requests for information in a timely manner.  | Not measured      | Not measured    | 90%             | Not measured                    | 90%             |
| Result | By 2020 90% of County Administration staff will understand their roles, act as one team and hold each other accountable for the quality of customer service provided. | 18%               | 87%             | Complete        | Complete                        | Complete        |

Programs Include

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explanation of mandated services: The role of the County Administrator is outlined in the County Code and includes signing authority for grants, contracts, and personnel actions as well as overseeing the day to day operations of all County departments and offices. The Administrator serves as the District Administrator for any districts governed by the Board of County Commissioners. This program is mandated to provide Board meeting and event notices, maintenance of Board records, and preparation of all materials – including resolutions, ordinances, board orders, and proclamations – for the Board to perform its decision making functions.



1201-County Administration Line of Business

120101-Office of County Administrator  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | <b>102,879</b>    | <b>102,879</b>                 | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 8,042              | 3,465              | 60,000                       | 60,000                            | 68,585            | 8,585                          | 14%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 2,125,218          | 1,350,617          | 1,050,700                    | 1,050,700                         | -                 | (1,050,700)                    | -100%                            |
| All Other Revenue Resources                         | 5,001              | 1,762              | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 280,508            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 2,734,843          | 3,297,207                    | 2,947,203                         | 2,688,836         | (608,371)                      | -18%                             |
| <b>Operating Revenue</b>                            | <b>2,418,769</b>   | <b>4,090,688</b>   | <b>4,407,907</b>             | <b>4,057,903</b>                  | <b>2,757,421</b>  | <b>(1,650,486)</b>             | <b>-37%</b>                      |
| <b>Total Revenue</b>                                | <b>2,418,769</b>   | <b>4,090,688</b>   | <b>4,407,907</b>             | <b>4,057,903</b>                  | <b>2,860,300</b>  | <b>(1,547,607)</b>             | <b>-35%</b>                      |
| Personnel Services                                  | 2,393,142          | 2,269,897          | 2,336,645                    | 2,349,145                         | 2,300,265         | (36,380)                       | -2%                              |
| Materials and Services                              | 242,973            | 987,360            | 1,473,790                    | 1,099,287                         | 444,291           | (1,029,499)                    | -70%                             |
| Capital Outlay                                      | -                  | -                  | 14,472                       | 26,471                            | -                 | (14,472)                       | -100%                            |
| <b>Operating Expense</b>                            | <b>2,636,114</b>   | <b>3,257,257</b>   | <b>3,824,907</b>             | <b>3,474,903</b>                  | <b>2,744,556</b>  | <b>(1,080,351)</b>             | <b>-28%</b>                      |
| Special Payments                                    | -                  | 709,162            | 583,000                      | 583,000                           | 115,744           | (467,256)                      | -80%                             |
| <b>Total Expense</b>                                | <b>2,636,114</b>   | <b>3,966,419</b>   | <b>4,407,907</b>             | <b>4,057,903</b>                  | <b>2,860,300</b>  | <b>(1,547,607)</b>             | <b>-35%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>(217,346)</b>   | <b>124,268</b>     | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:

FY23-24: Shifted 30% of 1 FTE's time from GF 120103 to Fund 230 in 120101.



**County Administration**  
**Equity, Diversity & Inclusion**

**Purpose Statement**

The purpose of the Equity, Diversity and Inclusion program is to provide equitable access, planning, facilitation, representation, consultation and relationship services to County employees and the public so they can experience equitable access and enjoy a welcoming and inclusive place to live, work and do business.

**Performance Narrative Statement**

The Equity and Inclusion Office (EIO) has made great strides in achieving both its internal and external goals. Guided by four internal priorities, the performance results below more accurately reflect the work of the EIO. The four internal priorities include: 1. Implement County-wide equity, diversity and inclusion training, 2. Create a clear structure to address workplace concerns, 3. Build more community and connection among employees, 4. Review and update recruitment, retention and hiring practices.

**Training:** A previous result touched on discrimination and harassment training that falls within the Human Resources portfolio. The EIO created a foundational training result that was specifically addresses equity, diversity and inclusion. Managers and supervisors participated in the foundational training first in preparation for the material in the manager/supervisor specific training. About 200 managers have completed the foundational training. The EIO has a training schedule planned for the next several years to provide the foundational training to the just over 2,000 employees.

**EDI committees:** Having EDI committees established in each department is a natural progression from the previous result where all departments submitted their EDI plans. These committees will support the departments in achieving the goals of their plans.

**Accomplishments:**

\*Most of the cities and some organizations contributed towards the racial research justice study covering almost half of the cost of the project. There are many stakeholders and invested participants in support of the work.

\*EIO collaborated with members of Indigenous community and Clackamas Community College to host the first Indigenous People's Day event.

**Key Performance Measures**

|        |   | FY 20-21<br>Actual | FY 21-22<br>Actual      | FY 22-23<br>Target        | FY 22/23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target        |
|--------|---|--------------------|-------------------------|---------------------------|---------------------------------------|---------------------------|
| Result | By 2025, Departments with 10 or more FTE will have established EDI committees and all departments will have a representative on the Interdepartmental EDIC Group* | NA                 | NA                      | 25%                       | 21%                                   | 25%                       |
| Result | By 2023, 80% of county managers/supervisors will complete both:<br>a) EDI foundational training and<br>b) Manger/Supervisor training.**                           | NA                 | a) 80%<br>b)Not started | a)<br>Completed<br>b) 80% | a. 80%<br>b. Starting Process         | a)complete<br>d<br>b) 60% |
| Result | By 2022, 80% of county employees will participate in an Equity, Diversity and/or Inclusion training. **   | NA                 | NA                      | NA (See Narrative)        | 94 staff                              | 350 staff                 |

\* At the end of FY21/22 the previous result which read, "By 2024, 100% of appointed Departments will have department EDI council/committees established." was rephrased to add clarity and will create better opportunities for tracking.

\*\* This new Result reflects our progress through the EDI training plan and rollout coming out of Equity and Inclusion office.

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explanation of mandated services: County Title III (Americans with Disabilities Act) and Title VI (Civil Rights Act) compliance; Equal and Employment opportunities Plans and activities. The asterisk denotes that data was not collected because we are not doing Affirmative Action as part of the program.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | <b>95,000</b>                     | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | 15,890             | 4,622,575                    | 2,622,575                         | 3,624,973         | (997,602)                      | -22%                             |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 757,646           | 757,646                        | -                                |
| All Other Revenue Resources                         | -                  | 98,870             | -                            | 40,000                            | 10,000            | 10,000                         | -                                |
| General Fund Support                                | -                  | 588,021            | 755,333                      | 694,783                           | -                 | (755,333)                      | -100%                            |
| <b>Operating Revenue</b>                            | -                  | <b>702,781</b>     | <b>5,377,908</b>             | <b>3,357,358</b>                  | <b>4,392,619</b>  | <b>(985,289)</b>               | <b>-18%</b>                      |
| <b>Total Revenue</b>                                | -                  | <b>702,781</b>     | <b>5,377,908</b>             | <b>3,452,358</b>                  | <b>4,392,619</b>  | <b>(985,289)</b>               | <b>-18%</b>                      |
| Personnel Services                                  | -                  | 519,633            | 699,858                      | 699,858                           | 675,127           | (24,731)                       | -4%                              |
| Materials and Services                              | -                  | 86,272             | 1,678,050                    | 1,252,500                         | 217,492           | (1,460,558)                    | -87%                             |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | -                  | <b>605,905</b>     | <b>2,377,908</b>             | <b>1,952,358</b>                  | <b>892,619</b>    | <b>(1,485,289)</b>             | <b>-62%</b>                      |
| Special Payments                                    | -                  | -                  | 3,000,000                    | 1,500,000                         | 3,500,000         | 500,000                        | 17%                              |
| <b>Total Expense</b>                                | -                  | <b>605,905</b>     | <b>5,377,908</b>             | <b>3,452,358</b>                  | <b>4,392,619</b>  | <b>(985,289)</b>               | <b>-18%</b>                      |

**Revenues Less Expenses** - 96,875 - - -

Notes:  
 FY23-24: Moved to new County Allocation Model



**County Administration**  
**Performance Clackamas**

**Department Budget Summary**

The purpose of the Performance Clackamas program is to provide strategic performance management and support services to the Board of County Commissioners and County departments so they can achieve the strategic goals set by the Board of County Commissioners and through department strategic business plans.

**Performance Narrative Statement**

The Performance Clackamas Program met targets this year and we expect that trend to continue. After a very successful transition from an external data tracking mechanism to an internally developed Power BI. The new system allows for easy tracking of Department data and analysis which in turn creates a new level of transparency and brings us closer to our goal of developing forward facing data that is accessible to the public. This program also created data collection systems that ensure each data submission is complete and consistent.

**Key Performance Measures**

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 21/22<br>Actuals as<br>of 12/31/22 | FY 23-24<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % Department performance measures that have current data reported in the dashboard   | 28%                | 28%                | 80%                | 90%                                   | 90%                |
| Result | % Departments that have current analysis narratives for strategic key results ready to review with the County Administrator at quarterly check-ins | <25%               | 27%                | 85%                | 27%                                   | 85%                |
| Result | By 2022, 100% of the County Budget will be tied to measurable results and outcomes   | 75%                | 100%               | 75%                | 100%                                  | 75%                |
| Result | By 2024, 75% of Clackamas County's Strategic Results will be achieved, including annual targets in the Strategic Plan                              | 50%                | Not measured       | 75%                | Not measured                          | 75%                |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N



**120103-Performance Clackamas**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support          | -                  | 157,518            | 159,299                      | 99,303                            | -                 | (159,299)                      | -100%                            |
| <b>Operating Revenue</b>      | -                  | <b>157,518</b>     | <b>159,299</b>               | <b>99,303</b>                     | -                 | <b>(159,299)</b>               | <b>-100%</b>                     |
| <b>Total Revenue</b>          | -                  | <b>157,518</b>     | <b>159,299</b>               | <b>99,303</b>                     | -                 | <b>(159,299)</b>               | <b>-100%</b>                     |
| Personnel Services            | -                  | 150,918            | 159,299                      | 99,303                            | -                 | (159,299)                      | -100%                            |
| <b>Operating Expense</b>      | -                  | <b>150,918</b>     | <b>159,299</b>               | <b>99,303</b>                     | -                 | <b>(159,299)</b>               | <b>-100%</b>                     |
| <b>Total Expense</b>          | -                  | <b>150,918</b>     | <b>159,299</b>               | <b>99,303</b>                     | -                 | <b>(159,299)</b>               | <b>-100%</b>                     |
| <br>                          |                    |                    |                              |                                   |                   |                                |                                  |
| <b>Revenues Less Expenses</b> | -                  | 6,600              | -                            | -                                 | -                 |                                |                                  |

Notes:

FY23-24: Shifted 30% of 1 FTE's time from Performance Clackamas to Fund 230 in program 1201.



**Commissioners**  
**Board of County Commissioners**

**Purpose Statement**

The Board of County Commissioners sets the strategic vision and policy for Clackamas County government.

**Performance Narrative Statement**

**Key Performance Measures**

|  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22/23<br>Actuals as<br>of 12/31/22 | FY 23-24<br>Target |
|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  |                    |                    |                    |                                       |                    |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding



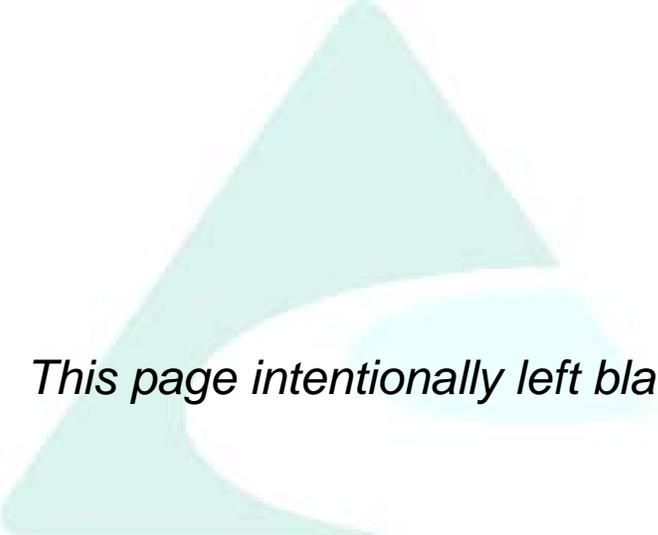
|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources   |                    | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support          |                    | 855,909            | 992,061                      | 1,002,561                         | 1,233,694         | 241,633                        | 24%                              |
| <b>Operating Revenue</b>      | -                  | <b>855,909</b>     | <b>992,061</b>               | <b>1,002,561</b>                  | <b>1,233,694</b>  | <b>241,633</b>                 | <b>24%</b>                       |
| <b>Total Revenue</b>          | -                  | <b>855,909</b>     | <b>992,061</b>               | <b>1,002,561</b>                  | <b>1,233,694</b>  | <b>241,633</b>                 | <b>24%</b>                       |
| Personnel Services            | -                  | 833,434            | 948,391                      | 948,391                           | 1,000,171         | 51,780                         | 5%                               |
| Materials and Services        | -                  | 22,472             | 43,670                       | 54,170                            | 233,523           | 189,853                        | 435%                             |
| <b>Operating Expense</b>      | -                  | <b>855,906</b>     | <b>992,061</b>               | <b>1,002,561</b>                  | <b>1,233,694</b>  | <b>241,633</b>                 | <b>24%</b>                       |
| <b>Total Expense</b>          | -                  | <b>855,906</b>     | <b>992,061</b>               | <b>1,002,561</b>                  | <b>1,233,694</b>  | <b>241,633</b>                 | <b>24%</b>                       |

Revenues Less Expenses

- - - - -

Notes:

FY23-24: Shifted Travel, Dues & Memberships, and Hospitality to BCC from Office of the County Administrator.



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**CLACKAMAS**  
C O U N T Y



|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>          | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Personnel Services            | 833,486            | -                  | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services        | 1,049,710          | -                  | -                            | -                                 | -                 | -                              | -                                |
| Capital Outlay                | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>      | <b>1,883,196</b>   | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>          | <b>1,883,196</b>   | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Revenues Less Expenses</b> | <b>(1,883,196)</b> | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes: Moved Program 110101 into County Administration, Department 12, Program 120104.



## **Tourism & Cultural Affairs**

**Samara Phelps, Executive Director**

This is the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and is delivered by Clackamas County Tourism.

2051 Kaen Road  
Oregon City, Oregon 97045  
503-655-8581

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



## County Administration - Tourism (12)

### Department Budget Summary by Fund

| <i>Line of Business Name</i>        | <i>Program</i>                                | FY 23-24<br>Transient<br>Lodging Tax<br>Fund (255) | FY 23-24<br>Total Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>FTE |      |
|-------------------------------------|---|--|--------------------------|--|-----------------|------|
| Tourism & Cultural Affairs Services | Leadership & Administration                   | 8,079,633  | 8,079,633                | -  | 3.3             |      |
| Tourism & Cultural Affairs Services | Destination Development & Community Relations | 1,466,538  | 1,466,538                | -  | 2.0             |      |
| Tourism & Cultural Affairs Services | Region Cooperative Tourism Program            | 424,000  | 424,000                  | -  | 0.8             |      |
| Tourism & Cultural Affairs Services | Marketing & Communication                     | 2,091,389  | 2,091,389                | -  | 3.7             |      |
| <b>TOTAL</b>                        |   | 12,061,560   | 12,061,560               | -  | 9.7             |      |
|                                     |   | <i>FY 22-23 Budget (Amended)</i>                   | 12,074,933               | 12,074,933   | -               | 9.7  |
|                                     |   | <i>\$ Increase (Decrease)</i>                      | -13,373                  | -13,373  | -               | 0.0  |
|                                     |   | <i>% Increase (Decrease)</i>                       | -0.1%                    | -0.1%  | -               | 0.0% |

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**



**Purpose Statement**

The purpose of Leadership & Administration Program is to provide sustainable countywide tourism services so stakeholders experience economic benefit from the optimized application of the County Transient Room Tax (TRT). Leadership & Administration supports the Tourism Development Council (TDC) and ensures program alignment with the Tourism Master Plan along with identified strategic priorities and outcomes of the TDC.

Guiding Principles

- Leader in County and Regional Tourism Efforts
- Support Sustainable Tourism Practice
- Conduct Effective Marketing and Development of County Tourism Assets and Opportunities
- Focus on the Three Pillars of Clackamas County Tourism: Outdoor Recreation, Agritourism, Cultural/Heritage Tourism
- Effective and Efficient Use of Public Resources
- Build and Strengthen Public and Private Partnerships

Strategic Outcomes FY23-24

1. Support tourism industry and asset recovery while responding to evolving conditions.
2. Enhance the experience and awareness of Mt. Hood Territory as a desirable, safe and inclusive destination for visitors and residents.
3. Drive visitors to identified areas as informed by the unique needs of individual tourism assets to optimize positive impacts and mitigate negative impacts.
4. Continue to develop organizational resiliency for effective tourism leadership.

**Performance Narrative Statement**

The Leadership & Administration budget reflects the TDC's direction to keep a contingency approximately equal to one year of TRT revenue, build an opportunity fund and restore capacity in professional services. Tourism program level budgets include carryover from revenue above projections in prior fiscal years. Tourism's overall measurements of success are based off of industry best practices for performance measurement. Transient Room Tax (TRT) and visitor spending in Clackamas County are the key performance measures to support the County priority to support a vibrant economy.

**Key Performance Measures**

|  | FY 20-21 Actual      | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--|----------------------|-----------------|-----------------|---------------------------------|-----------------|
| Annual collection of revenues resulting from the TRT tax collections - County  | \$3.6M               | \$5.4M          | \$4.7M          | \$3.0M                          | \$5.2M          |
| Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year) | \$450.9M (year 2021) | ***             | \$549M          | ***                             | \$575M          |
| ***These figures are unavailable at this time as they are obtained from Dean Runyan in June each year.                             |                      |                 |                 |                                 |                 |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



120201-Leadership & Administration

BCC Priority Alignment: Vibrant Economy

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>729,354</b>     | <b>3,181,798</b>   | <b>5,984,130</b>             | <b>4,712,971</b>                  | <b>5,893,420</b>  | <b>(90,710)</b>                | <b>-2%</b>                       |
| Federal, State, Local, All Other Gifts & Donations | 377,711            | -                  | -                            | -                                 | -                 | -                              | -                                |
| Revenue from Bonds & Other Debts                   | -                  | -                  | -                            | 14,500                            | -                 | -                              | -                                |
| All Other Revenue Resources                        | 3,039,485          | 4,754,503          | 2,045,224                    | 2,045,224                         | 2,186,213         | 140,989                        | 7%                               |
| Other Interfund Transfers                          | 961,809            | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                           | <b>4,379,005</b>   | <b>4,754,503</b>   | <b>2,045,224</b>             | <b>2,059,724</b>                  | <b>2,186,213</b>  | <b>140,989</b>                 | <b>7%</b>                        |
| <b>Total Revenue</b>                               | <b>5,108,360</b>   | <b>7,936,302</b>   | <b>8,029,354</b>             | <b>6,772,695</b>                  | <b>8,079,633</b>  | <b>50,279</b>                  | <b>1%</b>                        |
| Personnel Services                                 | 461,541            | 990,589            | 472,321                      | 472,321                           | 539,125           | 66,804                         | 14%                              |
| Materials and Services                             | 479,851            | 309,845            | 3,195,521                    | 517,371                           | 2,552,766         | (642,755)                      | -20%                             |
| <b>Operating Expense</b>                           | <b>941,392</b>     | <b>1,300,434</b>   | <b>3,667,842</b>             | <b>989,692</b>                    | <b>3,091,891</b>  | <b>(575,951)</b>               | <b>-16%</b>                      |
| Special Payments                                   | 255,815            | -                  | -                            | -                                 | -                 | -                              | -                                |
| Transfers  | 729,354            | -                  | -                            | -                                 | -                 | -                              | -                                |
| Contingency  | -                  | -                  | 4,361,512                    | -                                 | 4,987,742         | 626,230                        | 14%                              |
| <b>Total Expense</b>                               | <b>1,926,561</b>   | <b>1,300,434</b>   | <b>8,029,354</b>             | <b>989,692</b>                    | <b>8,079,633</b>  | <b>50,279</b>                  | <b>1%</b>                        |
| <b>Revenues Less Expenses</b>                      | <b>3,181,798</b>   | <b>6,635,868</b>   | <b>-</b>                     | <b>5,783,004</b>                  | <b>-</b>          |                                |                                  |

Notes:

Transient Room Tax revenue continues to grow. Aligning with TDC priorities to be resilient and nimble. Contingency is approximately one year of TRT revenue so spending is based on collected TRT instead of anticipated revenues. Additional revenue was added to the opportunity fund to nimbly respond to unforeseen opportunities without taking away from other programs.



## Destination Development & Community Relations

### Purpose Statement

The Destination Development & Community Relations program is responsible for strategies that develop and enhance tourism attractions, facilities and products through engagement and collaborations that contribute to economic development and local vitality.

### Performance Narrative

The Destination Development & Community Relations budget is increased from last fiscal year to include an expanded strategic investment program. This budget includes product development, direct investments in community efforts, staff outreach to partners, convening of stakeholders, support for collaborative projects, trainings, visitor information services, trade and consumer show representation. Development monitors the number and diversity of partners engaged with Tourism program offerings, direct investment, and community involvement helping to achieve strategic outcomes through partnerships and contributes to Tourism's overall measurements of success in Transient Room Tax (TRT) collections and annual visitor spending to support the County's

### Key Performance Measures

|  | FY 20-21 Actual      | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--|----------------------|-----------------|-----------------|---------------------------------|-----------------|
| Annual collection of revenues resulting from the TRT tax collections - County  | \$3.6M               | \$5.4M          | \$4.7M          | \$3.0M                          | \$5.2M          |
| Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year) | \$450.9M (year 2021) | ***             | \$549M          | ***                             | \$575M          |
| ***These figures are unavailable at this time as they are obtained from Dean Runyan in June each year.                             |                      |                 |                 |                                 |                 |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation





Region Cooperative Tourism Program

**Purpose Statement**

The purpose of the Regional Cooperative Tourism Program is to provide regional marketing, public relations, global sales, destination development, and partnership services and opportunities to local stakeholders in each region so they can optimize the benefits of these programs in their operations. Tourism leads the Mt. Hood & Columbia River Gorge Region as the Regional Destination Management Organization (RDMO) and collaborates with the designated RDMO in the Portland and Willamette Valley regions.

**Performance Narrative Statement**

The Regional Cooperative Tourism Program's budgeted new revenue increased this year due to a change in Travel Oregon's base distribution for regions. Tourism receives a portion of state transient lodging tax funds as pass through to support the regional efforts for the Mt. Hood/Gorge region and provide program support within our geographic boundaries of the Portland region. This increase in revenue covers higher cost of administering the program. The program delivers destination management leadership to regional stakeholders and supports the County's vibrant economy priority by leveraging regional collaborations.

RCTP performance is closely measured through Travel Oregon's RCTP program guidelines, through quarterly check in reviews with Travel Oregon program staff, annual program and budget tracking reports, annual financial audit, and biennial regional stakeholder feedback via Travel Oregon's industry survey.

**Key Performance Measures**

|  | FY 20-21 Actuals | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--|------------------|-----------------|-----------------|---------------------------------|-----------------|
| Quarterly reviews with Travel Oregon program staff                         | 4                | 4               | 4               | 2                               | 4               |
| Annual reports to be completed by the RDMO                                 | 1                | 1               | 1               |                                 | 1               |
| Biennial regional stakeholder feedback via Travel Oregon's Industry Survey | 0                | 0               | 1               | 0                               | 0               |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



120203-Region Cooperative Tourism Program

BCC Priority Alignment: Vibrant Economy

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | 115,191                      | 141,825                           | -                 | (115,191)                      | -100%                            |
| Federal, State, Local, All Other Gifts & Donations | -                  | 471,150            | 319,731                      | 319,731                           | 424,000           | 104,269                        | 33%                              |
| All Other Revenue Resources                        | -                  | 49,783             | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                           | -                  | <b>520,933</b>     | <b>319,731</b>               | <b>319,731</b>                    | <b>424,000</b>    | <b>104,269</b>                 | <b>33%</b>                       |
| <b>Total Revenue</b>                               | -                  | <b>520,933</b>     | <b>434,922</b>               | <b>461,556</b>                    | <b>424,000</b>    | <b>(10,922)</b>                | <b>-3%</b>                       |
| Personnel Services                                 | -                  | -                  | 105,414                      | 105,414                           | 117,881           | 12,467                         | 12%                              |
| Materials and Services                             | -                  | 379,107            | 329,508                      | 356,142                           | 306,119           | (23,389)                       | -7%                              |
| <b>Operating Expense</b>                           | -                  | <b>379,107</b>     | <b>434,922</b>               | <b>461,556</b>                    | <b>424,000</b>    | <b>(10,922)</b>                | <b>-3%</b>                       |
| <b>Total Expense</b>                               | -                  | <b>379,107</b>     | <b>434,922</b>               | <b>461,556</b>                    | <b>424,000</b>    | <b>(10,922)</b>                | <b>-3%</b>                       |

Revenues Less Expenses - 141,825 - - -

Notes:



Marketing & Communication

Purpose Statement

The Marketing & Communication program is responsible for strategies that deepen awareness of the destination and critical messages that support a sustainable destination through advertising, promotions, public relations, sales materials and trip planning tools that facilitate a positive visitor experience that benefits the community.

Performance Narrative Statement

The Marketing & Communication budget is a continuation of service levels from last fiscal year. This budget allows for owned and earned messaging strategies that include staff and contracted expertise and support. Marketing monitors and measures performance for individual campaigns, channels and public relations for effectiveness in achieving strategic outcomes and contributes to Tourism's overall measurements of success in Transient Room Tax (TRT) collections and annual visitor spending to support the County's vibrant economy priority.

Key Performance Measures

|  | FY 20-21 Actual      | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--|----------------------|-----------------|-----------------|---------------------------------|-----------------|
| Annual collection of revenues resulting from the TRT tax collections - County  | \$3.6M               | \$5.4M          | \$4.7M          | \$3.0M                          | \$5.2M          |
| Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year) | \$450.9M (year 2021) | ***             | \$549M          | ***                             | \$575M          |
| ***These figures are unavailable at this time as they are obtained from Dean Runyan in June each year.                             |                      |                 |                 |                                 |                 |

Program includes:

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

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

Explanation



|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | 1,028,678                    | 1,028,678                         | 613,188           | (415,490)                      | -40%                             |
| All Other Revenue Resources   | -                  | 9,821              | 1,319,507                    | 1,776,829                         | 1,478,201         | 158,694                        | 12%                              |
| <b>Operating Revenue</b>      | -                  | 9,821              | 1,319,507                    | 1,776,829                         | 1,478,201         | 158,694                        | 12%                              |
| <b>Total Revenue</b>          | -                  | 9,821              | 2,348,185                    | 2,805,507                         | 2,091,389         | (256,796)                      | -11%                             |
| Personnel Services            | -                  | -                  | 569,685                      | 569,685                           | 574,989           | 5,304                          | 1%                               |
| Materials and Services        | -                  | 361,338            | 1,778,500                    | 1,622,633                         | 1,516,400         | (262,100)                      | -15%                             |
| <b>Operating Expense</b>      | -                  | 361,338            | 2,348,185                    | 2,192,318                         | 2,091,389         | (256,796)                      | -11%                             |
| <b>Total Expense</b>          | -                  | 361,338            | 2,348,185                    | 2,192,318                         | 2,091,389         | (256,796)                      | -11%                             |
| <b>Revenues Less Expenses</b> | -                  | (351,517)          | -                            | 613,188                           | -                 |                                |                                  |

Notes:  
 FY 23/24 budget reflects a decrease in expenses because FY22/23 included significant carryover from FY21/22.



## **County Clerk**

**Catherine McMullen, Clerk**

Provide leadership and policy services to county departments so programs can professionally and effectively serve the public and other government agencies.

1710 Red Soils Ct  
Suite 100  
Oregon City, Oregon 97045  
503-655-8698

Website: <http://www.clackamas.us/clerk/>



## County Clerk (13)

### Department Budget Summary by Fund

| <i>Line of Business Name</i>            | <i>Program Name</i>                   | FY 23-24<br>General<br>Fund<br>(100) | FY 23-24<br>ARPA<br>Fund<br>(230) | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |
|---|---------------------------------------|--------------------------------------|-----------------------------------|-----------------------------|--|-----------------------|
| Clerk's Office                          | Office of the Clerk                   | 582,122                              |                                   | 582,122                     | -  | 3.5                   |
| Clerk's Office                          | Board of Property Tax Appeals (BOPTA) | 12,000                               | -                                 | 12,000                      | -  | -                     |
| Clerk's Office                          | Elections                             | 2,409,003                            |                                   | 2,409,003                   | -  | 5.0                   |
| Clerk's Office                          | Recording                             | 739,309                              | -                                 | 739,309                     | -  | 5.5                   |
| Clerk's Office                          | Records Management                    | 723,896                              | -                                 | 723,896                     | -  | 5.0                   |
|   |                                       | 4,466,329                            | -                                 | 4,466,329                   | -  | 19.0                  |
| <b><i>FY 22-23 Budget (Amended)</i></b> |                                       | 4,798,558                            | -                                 | 4,798,558                   | 350,000  | 19.0                  |
| <b><i>\$ Increase (Decrease)</i></b>    |                                       | (332,229)                            | -                                 | (332,229)                   | (350,000)  | 0.0                   |
| <b><i>% Increase ( Decrease)</i></b>    |                                       | -6.9%                                | -                                 | -6.9%                       | -100.0%  | 0.0%                  |

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**



# County Clerk

## Office of the Clerk

### Purpose Statement

The purpose of the Office of the Clerk program is to provide leadership and policy services to the department so our programs can professionally and effectively serve the public and other government agencies.

### Performance Narrative Statement

The Office of the Clerk program proposed a budget of \$582,122, a continuation of current funding levels. These resources will support office materials and services, training, and administrative costs of supporting elections, records management, property recording, property tax appeals, marriage and liquor licenses, wedding officiation, and passport services to the general public.

### Key Performance Measures

|  |   | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Projected | FY 23-24 Target |
|--|---|-----------------|-----------------|--------------------|-----------------|
|  Result   | % Employees with annual performance summary completed   | 0%              | NA              | 0%                 | 100%            |
|  Result   | Number of community-focused events/meetings that the Clerk attends & engages with residents about services. | NA              | 25              | 25                 | 55              |
|  Result | % of elections administered that meet all statutory deadlines including certification.                      | NA              | 100%            | 75%                | 100%            |

\*The program applies new measures moving into FY23-24.

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



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | 7,480                        | 929,497                           | 330,700           | 323,220                        | 4321%                            |
| Federal, State, Local, All Other Gifts & Donations  | 1,989              | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 4,797,789          | 3,244,254          | 3,018,000                    | 2,266,500                         | 2,577,308         | (440,692)                      | -15%                             |
| All Other Revenue Resources                         | 128,408            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | -                  | 350,000                      | -                                 | -                 | (350,000)                      | -100%                            |
| <b>Operating Revenue</b>                            | <b>4,928,186</b>   | <b>3,244,254</b>   | <b>3,368,000</b>             | <b>2,266,500</b>                  | <b>2,577,308</b>  | <b>(790,692)</b>               | <b>-23%</b>                      |
| <b>Total Revenue</b>                                | <b>4,928,186</b>   | <b>3,244,254</b>   | <b>3,375,480</b>             | <b>3,195,997</b>                  | <b>2,908,008</b>  | <b>(467,472)</b>               | <b>-14%</b>                      |
| Personnel Services                                  | 1,220,689          | 133,487            | 475,331                      | 449,721                           | 535,147           | 59,816                         | 13%                              |
| Materials and Services                              | 494,993            | 473,987            | 709,730                      | 337,770                           | 46,975            | (662,755)                      | -93%                             |
| <b>Operating Expense</b>                            | <b>1,715,682</b>   | <b>607,474</b>     | <b>1,185,061</b>             | <b>787,491</b>                    | <b>582,122</b>    | <b>(602,939)</b>               | <b>-51%</b>                      |
| Special Payments                                    | 4,083              | -                  | -                            | -                                 | -                 | -                              | -                                |
| Unappropriated Ending Fund Balance                  | -                  | -                  | 276,520                      | -                                 | -                 | (276,520)                      | -100%                            |
| <b>Total Expense</b>                                | <b>1,719,765</b>   | <b>607,474</b>     | <b>1,461,581</b>             | <b>787,491</b>                    | <b>582,122</b>    | <b>(879,459)</b>               | <b>-60%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>3,208,420</b>   | <b>2,636,780</b>   | <b>1,913,899</b>             | <b>2,408,506</b>                  | <b>2,325,886</b>  |                                |                                  |

Notes:



# County Clerk

## Board of Property Tax Appeals

### Purpose Statement

The purpose of the Clackamas County Board of Property Tax Appeals (BOPTA) program is to provide real property, personal property, and late filing fee appeals services to tax payers, so they can have their tax appeal petition heard and receive a decision in a timely manner.

### Performance Narrative Statement

The Board of Property Tax Appeals program proposed a budget of \$12,000, a continuation of current funding levels. These resources will support office materials and board members, training, and administrative costs of reviewing property tax appeals and holding property tax appeals hearings.

### Key Performance Measures

|  |   | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Projected | FY 23-24<br>Target |
|--|---|--------------------|--------------------|-----------------------|--------------------|
|  Result | % Petitioners who received a decision/order from the Clerk's office within five business days | 100%               | 100%               | 90%                   | 100%               |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation                      The FTE for the BOPTA program is an employee that works and is paid on the Clerk program.



**130102-Board of Property Tax Appeals (BOPTA)**

BCC Priority Alignment: Accountable Government

**Budget Summary**

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | 10,379             | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                           | -                  | <b>10,379</b>      | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>                               | -                  | <b>10,379</b>      | -                            | -                                 | -                 | -                              | -                                |
| Personnel Services                                 | -                  | 1,056,062          | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services                             | -                  | 4,527              | -                            | 1,000                             | 4,000             | 4,000                          | -                                |
| <b>Operating Expense</b>                           | -                  | <b>1,060,589</b>   | -                            | <b>1,000</b>                      | <b>4,000</b>      | <b>4,000</b>                   | -                                |
| Special Payments                                   | -                  | -                  | 12,000                       | 7,000                             | 8,000             | (4,000)                        | -33%                             |
| <b>Total Expense</b>                               | -                  | <b>1,060,589</b>   | <b>12,000</b>                | <b>8,000</b>                      | <b>12,000</b>     | -                              | <b>0%</b>                        |
| <b>Revenues Less Expenses</b>                      | -                  | (1,050,210)        | (12,000)                     | (8,000)                           | (12,000)          |                                |                                  |

Notes:



**Purpose Statement**

The purpose of the Elections program is to provide voter registration, information, ballot delivery, ballot return drop sites, and election services to Clackamas County voters and local governments so they can participate in a secure, impartial, and transparent electoral process.

**Performance Narrative Statement**

The Elections program proposed a \$2,409,003 budget, an increase in funding levels due to the need to replace our aging mail ballot sorter, be prepared for the upcoming presidential election cycle (May 2024). These resources will serve all Clackamas County residents, candidates for elected office, those who file measures, and allowing local districts and jurisdictions to hold elections.

**Key Performance Measures**

|        |  | FY 21 - 22 Actual | FY 22-23 Target | FY 22-23 Projected | FY 23-24 Target |
|--------|--|-------------------|-----------------|--------------------|-----------------|
| Result | Overall election cost per eligible voter.                          | \$1.94            | NA              | \$1.38             | \$1.26          |
| Result | Election personnel cost per 1,000 ballots processed.               | \$2,872           | NA              | \$630              | \$550           |
| Result | % Elections open to observation                                    | 100%              | 100%            | 100%               | NA              |
| Result | % Ballot correspondence sent to voter within two business days     | 100%              | Unknown         | Unknown            | NA              |
| Result | % Election filings on the County's website within one business day | 100%              | Unknown         | Unknown            | NA              |

\*The program applies new measures moving into FY23-24.

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



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget  | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|--------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                  | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 150,000            | -                  | -                            | 20,000                            | -                  | -                              | -                                |
| All Other Revenue Resources                        | 168,870            | 412,751            | 250,000                      | 225,000                           | 350,000            | 100,000                        | 40%                              |
| <b>Operating Revenue</b>                           | <b>318,870</b>     | <b>412,751</b>     | <b>250,000</b>               | <b>245,000</b>                    | <b>350,000</b>     | <b>100,000</b>                 | <b>40%</b>                       |
| <b>Total Revenue</b>                               | <b>318,870</b>     | <b>412,751</b>     | <b>250,000</b>               | <b>245,000</b>                    | <b>350,000</b>     | <b>100,000</b>                 | <b>40%</b>                       |
| Personnel Services                                 | -                  | 336,416            | 585,425                      | 475,688                           | 624,154            | 38,729                         | 7%                               |
| Materials and Services                             | 862,640            | 620,581            | 889,390                      | 866,486                           | 944,849            | 55,459                         | 6%                               |
| Capital Outlay                                     | -                  | -                  | -                            | -                                 | 600,000            | 600,000                        | -                                |
| <b>Operating Expense</b>                           | <b>862,640</b>     | <b>956,997</b>     | <b>1,474,815</b>             | <b>1,342,174</b>                  | <b>2,169,003</b>   | <b>694,188</b>                 | <b>47%</b>                       |
| Special Payments                                   | 157,343            | 173,304            | 220,000                      | 190,000                           | 240,000            | 20,000                         | 9%                               |
| <b>Total Expense</b>                               | <b>1,019,982</b>   | <b>1,130,301</b>   | <b>1,694,815</b>             | <b>1,532,174</b>                  | <b>2,409,003</b>   | <b>714,188</b>                 | <b>42%</b>                       |
| <b>Revenues Less Expenses</b>                      | <b>(701,113)</b>   | <b>(717,550)</b>   | <b>(1,444,815)</b>           | <b>(1,287,174)</b>                | <b>(2,059,003)</b> |                                |                                  |

Notes:



# County Clerk

## Recording

### Purpose Statement

The purpose of the Recording program is to provide marriage license, real property records access, and document recording services to the public so they can effectively research records, record documents, and obtain marriage licenses.

### Performance Narrative Statement

The Recording program proposed a \$739,309 budget, a slight increase of current funding levels. These resources will provide the public access so they can receive marriage licenses, have weddings officiated; and certify ownerships, interest, and definitions of property within Clackamas County.

### Key Performance Measures

|  |  | FY 21-22<br>Actual | FY 22-23<br>Target | FY22-23<br>Projected | FY 23-24<br>Target |
|--|--|--------------------|--------------------|----------------------|--------------------|
|  Result | % Recorded documents returned within 10 business days                            | 80%                | 100%               | 100%                 | 100%               |
|  Result | % Requests for certified documents fulfilled within two business days of request | 80%                | 100%               | 90%                  | 100%               |
|  Result | % Recorded documents indexed within five business days of being recorded         | not tracked        | NA                 | not tracked          | 75%                |

Program includes:

Mandated Services  Y/N

Shared Services  Y/N

Grant Funding  Y/N

Explain all "Yes" boxes below

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

Explanation



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>197,098</b>     | <b>391,460</b>     | <b>143,108</b>               | <b>247,353</b>                    | <b>358,718</b>    | <b>215,610</b>                 | <b>151%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | -                  | 1,628              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 389,203            | 319,175            | 200,000                      | 111,365                           | 144,776           | (55,224)                       | -28%                             |
| All Other Revenue Resources                         | -                  | 121                | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>389,203</b>     | <b>320,924</b>     | <b>200,000</b>               | <b>111,365</b>                    | <b>144,776</b>    | <b>(55,224)</b>                | <b>-28%</b>                      |
| <b>Total Revenue</b>                                | <b>586,301</b>     | <b>712,384</b>     | <b>343,108</b>               | <b>358,718</b>                    | <b>503,494</b>    | <b>160,386</b>                 | <b>47%</b>                       |
| Personnel Services                                  | 104,809            | 150,150            | 556,020                      | 515,895                           | 557,309           | 1,289                          | 0%                               |
| Materials and Services                              | 87,107             | 115,046            | 228,094                      | 131,594                           | 182,000           | (46,094)                       | -20%                             |
| Capital Outlay                                      | 2,925              | 4,690              | 8,000                        | -                                 | -                 | (8,000)                        | -100%                            |
| <b>Operating Expense</b>                            | <b>194,841</b>     | <b>269,887</b>     | <b>792,114</b>               | <b>647,489</b>                    | <b>739,309</b>    | <b>(52,805)</b>                | <b>-7%</b>                       |
| <b>Total Expense</b>                                | <b>194,841</b>     | <b>269,887</b>     | <b>792,114</b>               | <b>647,489</b>                    | <b>739,309</b>    | <b>(52,805)</b>                | <b>-7%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>391,460</b>     | <b>442,497</b>     | <b>(449,006)</b>             | <b>(288,771)</b>                  | <b>(235,815)</b>  |                                |                                  |

Notes:



**Purpose Statement**

The purpose of the Records Management program is to provide custodial storage, preservation, and access services internally to County Departments so they can have confidence that their records are secure, preserved, easily accessed, and retained in compliance with Oregon State rules and laws.

**Performance Narrative Statement**

Records Management proposed a \$723,896 budget to provide custodial storage, preservation, and archiving of County records to insure compliance with Oregon State rules and laws. The resources serve departments and the public concerning County records. The Passport Services program is to provide complete passport application services to the public so they can request a US Passport from the US Department of State.

**Key Performance Measures**

|        |   | FY 20-21<br>Actuals | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Projected | FY 23-24<br>Target |
|--------|---|---------------------|--------------------|--------------------|-----------------------|--------------------|
| Result | % Permanent, hardcopy documents stored in Records Management will be converted to archival film (target 100% by 2023) | 100%                | 100%               | 100%               | 100%                  | 100%               |
| Result | % Department Records Requests delivered within one business day   | 100%                | 100%               | 100%               | 100%                  | 100%               |
| Result | % Records destruction lists signed and returned within 30 calendar days of issuance (target 50% by 2023)              | 50%                 | 50%                | 50%                | 25%                   | 50%                |

Shared Services  Y/N

Grant Funding  Y/N

Explain all "Yes" boxes below

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

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

Explanation                      Oregon State Rules and Laws require that any records with a retention of over 99 years be converted to archival microfilm per ORS Chapter 166.



**130106-Records Management**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>170,977</b>     | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 5,812              | 1,900              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 443,109            | 518,591            | 829,970                      | 710,830                           | 704,829           | (125,141)                      | -15%                             |
| <b>Operating Revenue</b>                            | <b>448,920</b>     | <b>520,491</b>     | <b>829,970</b>               | <b>710,830</b>                    | <b>704,829</b>    | <b>(125,141)</b>               | <b>-15%</b>                      |
| <b>Total Revenue</b>                                | <b>619,898</b>     | <b>520,491</b>     | <b>829,970</b>               | <b>710,830</b>                    | <b>704,829</b>    | <b>(125,141)</b>               | <b>-15%</b>                      |
| Personnel Services                                  | 364,372            | 407,082            | 571,341                      | 571,344                           | 625,359           | 54,018                         | 9%                               |
| Materials and Services                              | 239,710            | 248,076            | 266,710                      | 274,629                           | 98,537            | (168,173)                      | -63%                             |
| <b>Operating Expense</b>                            | <b>604,083</b>     | <b>655,158</b>     | <b>838,051</b>               | <b>845,973</b>                    | <b>723,896</b>    | <b>(114,155)</b>               | <b>-14%</b>                      |
| <b>Total Expense</b>                                | <b>604,083</b>     | <b>655,158</b>     | <b>838,051</b>               | <b>845,973</b>                    | <b>723,896</b>    | <b>(114,155)</b>               | <b>-14%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>15,815</b>      | <b>(134,667)</b>   | <b>(8,081)</b>               | <b>(135,143)</b>                  | <b>(19,067)</b>   |                                |                                  |

Notes:  
 Due to the increased demand for passports we have now increased our appointment schedule to up to 40 passports per day. This has made a welcome increase to Records Managements revenue.



# County Counsel

**Stephen L. Madkour, County Counsel**

Provide comprehensive legal services easily accessible to Clackamas County (and its special districts) through its elected officials and departments so that they can effectively implement their policy objectives, achieve success for their operations, and minimize risk and adverse results.

2051 Kaen Road  
Oregon City, Oregon 97045  
503-655-8362

Website: <https://www.clackamas.us/counsel>



County Counsel (14)

Department Budget Summary by Fund

| <i>Line of Business Name</i>                | <i>Program</i>                       | FY 23-24                         | FY 23-24         | FY 23-24                               | FY 23-24    |      |
|---|--------------------------------------|----------------------------------|------------------|--|-------------|------|
|   |                                      | General Fund<br>(100)            | Total<br>Budget  | General Fund<br>Support in<br>Budget** | Total FTE   |      |
| Office of the County Counsel Administration | Office of the County Counsel         | 617,804                          | 617,804          | 590,804                                | 2.0         |      |
| Legal Support                               | Advisory, Regulatory & Transactional | 1,184,179                        | 1,184,179        | 325,380                                | 4.4         |      |
| Legal Support                               | Regulatory                           | -                                | -                | -                                      | -           |      |
| Legal Support                               | Transactional                        | -                                | -                | -                                      | -           |      |
| Litigation & Labor                          | Labor & Employment                   | 197,327                          | 197,327          | 197,327                                | 1.0         |      |
| Litigation & Labor                          | Litigation                           | 1,364,105                        | 1,364,105        | 839,905                                | 5.4         |      |
| <b>TOTAL</b>                                |                                      | <b>3,363,415</b>                 | <b>3,363,415</b> | <b>1,953,416</b>                       | <b>12.8</b> |      |
|   |                                      | <i>FY 22-23 Budget (Amended)</i> | 3,345,935        | 3,345,935                              | 2,468,735   | 12.8 |
|   |                                      | <i>\$ Increase (Decrease)</i>    | 17,480           | 17,480                                 | -515,319    | -    |
|   |                                      | <i>% Increase (Decrease)</i>     | 0.5%             | 0.5%                                   | -20.9%      | 0.0% |

\*\* General Fund Support is the subsidy, net of any other revenue received by the department.



# Office of the County Counsel

## Office of the County Counsel Administration

### Purpose Statement

The purpose of the Office of the County Counsel is to provide leadership, oversight and legal consultation services to Clackamas County, and its elected officials, departments and special districts, so they can effectively implement their policy objectives, achieve success for County operations, and minimize risk and adverse results for the County.

### Performance Narrative

The Office of the County Counsel program provides general advice on all aspects of municipal law, including general governance, public meetings, public records and elections. The program's services include the following:

- Board and Elected Official Consultations
- Board Briefings
- Client Department Consultations
- County Administration Consultations
- County Counsel Policies
- Performance Reports
- Policy Recommendations
- Public Presentations
- Special District Consultations
- Staff Evaluations

\*\*In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history.

### Key Performance Measures

| Measure |  | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actual to date | FY 23-24 Target |
|---------|--|-----------------|-----------------|-----------------|-------------------------|-----------------|
| Result  | Beginning in 2020, the Office of County Counsel will have individual meetings annually with all department heads to discuss the demand for legal services, measures of confidence, and convenient access to legal services | 100%            | 80%             | 100%            | n/a                     | n/a             |
| Result  | % Strategic and Operational Results for the Office of County Counsel achieved  | 80%             | 87%             | 100%            | 87%                     | n/a             |
| Result  | % of County Counsel staff will attend educational programs on emerging legal issues  | 48%             | 60%             | 80%             | 55%                     | 90%             |

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation      Mandated Service: County Code 2.12.010



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | 40,000                       | 42,770                            | 26,000            | (14,000)                       | -35%                             |
| Federal, State, Local, All Other Gifts & Donations  | 24,967             | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 581                | 3,007              | 3,000                        | 1,050                             | 1,000             | (2,000)                        | -67%                             |
| All Other Revenue Resources                         | -                  | -                  | -                            | 496                               | -                 | -                              | -                                |
| General Fund Support                                | -                  | 783,171            | 667,174                      | 654,958                           | 590,804           | (76,370)                       | -11%                             |
| <b>Operating Revenue</b>                            | <b>25,547</b>      | <b>786,178</b>     | <b>670,174</b>               | <b>656,504</b>                    | <b>591,804</b>    | <b>(78,370)</b>                | <b>-12%</b>                      |
| <b>Total Revenue</b>                                | <b>25,547</b>      | <b>786,178</b>     | <b>710,174</b>               | <b>699,274</b>                    | <b>617,804</b>    | <b>(92,370)</b>                | <b>-13%</b>                      |
| Personnel Services                                  | 435,608            | 439,628            | 472,140                      | 472,140                           | 518,779           | 46,639                         | 10%                              |
| Materials and Services                              | 79,343             | 75,021             | 198,034                      | 193,223                           | 73,025            | (125,009)                      | -63%                             |
| Capital Outlay                                      | -                  | 17,753             | 40,000                       | 7,911                             | 26,000            | (14,000)                       | -35%                             |
| <b>Operating Expense</b>                            | <b>514,951</b>     | <b>532,403</b>     | <b>710,174</b>               | <b>673,274</b>                    | <b>617,804</b>    | <b>(92,370)</b>                | <b>-13%</b>                      |
| <b>Total Expense</b>                                | <b>514,951</b>     | <b>532,403</b>     | <b>710,174</b>               | <b>673,274</b>                    | <b>617,804</b>    | <b>(92,370)</b>                | <b>-13%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>(489,403)</b>   | <b>253,776</b>     | <b>-</b>                     | <b>26,000</b>                     | <b>-</b>          |                                |                                  |

Notes:



# Legal Support Line of Business

## Advisory, Regulatory & Transactional

### Purpose Statement

The purpose of the Legal Support Line of Business is to provide easy-to-access, easy-to-understand advisory, regulatory and transactional services to the County, its elected officials, departments and special districts so they can make well-advised, timely, legally informed decisions, and keep the delivery of services to the public moving.

### Performance Narrative

This Line of Business has three Programs:

1. Advisory: Provide advice, consultation, and training services to the County, and its elected officials, departments and special districts so they can make legally informed decisions and deliver services to their customers.
2. Regulatory: Provide research, consultation, strategy, negotiation, technical, regulatory, implantation compliance, and enforcement services to the County, and its elected officials, departments and special districts, so they can implement their technical goals and objectives and conduct their operations in a manner that comports with local, state, and federal regulations and laws.
3. Transactional: Provide strategic drafting, review, and negotiation services for contracts, memorandums of understanding (“MOU”), partnerships, and Intergovernmental Agreements (“IGA”) to the County, and its elected officials, departments and special districts so they can make well-advised, timely, legally informed decisions, manage and minimize risk, and keep the delivery of services to the public moving. In FY23-24, the department’s programs were restructured. This change may have resulted in new performance measures that will not show a history.

\*\*In FY23-24, the department’s programs were restructured. This change may have resulted in new performance measures that will not show a history.

### Key Performance Measures

| Measure |   | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actual to date | FY 23-24 Target |
|---------|---|-----------------|-----------------|-----------------|-------------------------|-----------------|
| Result  | % of contracts receive initial review by County Counsel within 14 days of receipt   | 99%             | 100%            | 90%             | 100%                    | n/a             |
| Result  | % clients receive an initial response from County Counsel to requests for advice within 7 business days   | 100%            | 100%            | 90%             | 100%                    | n/a             |
| Result  | % of all legal service agreements, including for outside representation, are approved and reviewed by County Counsel  | 100%            | 100%            | 100%            | 100%                    | n/a             |
| Output  | Provide an initial strategy or consultation within 14 days from the date the Office of County Counsel is requested to engage on a regulatory issue affecting a department | 100%            | 98%             | 100%            | 100%                    | n/a             |
| Output  | # Legal Consultations provided  | 3501            | 3332            | 2000            | 2049                    | 2200            |
| Output  | # Regulatory consultations provided   | 97              | 151             | 100             | 84                      | n/a             |
| Output  | # Contract, IGA MOU reviews and approvals provided  | 1080            | 1484            | 1100            | 1502                    | n/a             |
| Output  | # Hours spent on review of contracts, IGA & MOUs  | 2030            | 2104            | 2000            | 1192                    | n/a             |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation      Mandated: ORS 468B OAR Chapter 340, HIPAA 45 CFR 165, ORS 197.175



**140202-Advisory, Regulatory, & Transactional**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 245,395            | 288,313            | 280,000                      | 280,000                           | 858,799           | 578,799                        | 207%                             |
| General Fund Support                                | -                  | 223,193            | 415,007                      | 415,008                           | 325,380           | (89,627)                       | -22%                             |
| <b>Operating Revenue</b>                            | <b>245,395</b>     | <b>511,506</b>     | <b>695,007</b>               | <b>695,008</b>                    | <b>1,184,179</b>  | <b>489,172</b>                 | <b>70%</b>                       |
| <b>Total Revenue</b>                                | <b>245,395</b>     | <b>511,506</b>     | <b>695,007</b>               | <b>695,008</b>                    | <b>1,184,179</b>  | <b>489,172</b>                 | <b>70%</b>                       |
| Personnel Services                                  | 763,463            | 724,300            | 640,298                      | 640,298                           | 1,127,742         | 487,444                        | 76%                              |
| Materials and Services                              | 97,487             | 82,448             | 54,710                       | 54,710                            | 56,437            | 1,727                          | 3%                               |
| <b>Operating Expense</b>                            | <b>860,950</b>     | <b>806,748</b>     | <b>695,008</b>               | <b>695,008</b>                    | <b>1,184,179</b>  | <b>489,171</b>                 | <b>70%</b>                       |
| <b>Total Expense</b>                                | <b>860,950</b>     | <b>806,748</b>     | <b>695,008</b>               | <b>695,008</b>                    | <b>1,184,179</b>  | <b>489,171</b>                 | <b>70%</b>                       |

**Revenues Less Expenses** (615,554) (295,242) - - -

Notes:  
 We restructured our budget programs this year. 140202 is a roll up of 3 programs this year. 140203 (Regulatory) and 140204 (Transactional) were absorbed by 140202 in one program called Legal Support.



|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support          | -                  | 76,701             | 67,934                       | 67,934                            | -                 | (67,934)                       | -100%                            |
| <b>Operating Revenue</b>      | -                  | <b>76,701</b>      | <b>67,934</b>                | <b>67,934</b>                     | -                 | <b>(67,934)</b>                | <b>-100%</b>                     |
| <b>Total Revenue</b>          | -                  | <b>76,701</b>      | <b>67,934</b>                | <b>67,934</b>                     | -                 | <b>(67,934)</b>                | <b>-100%</b>                     |
| Personnel Services            | -                  | 11,529             | 58,333                       | 58,334                            | -                 | (58,333)                       | -100%                            |
| Materials and Services        | -                  | 18,407             | 9,600                        | 9,600                             | -                 | (9,600)                        | -100%                            |
| <b>Operating Expense</b>      | -                  | <b>29,937</b>      | <b>67,933</b>                | <b>67,934</b>                     | -                 | <b>(67,933)</b>                | <b>-100%</b>                     |
| <b>Total Expense</b>          | -                  | <b>29,937</b>      | <b>67,933</b>                | <b>67,934</b>                     | -                 | <b>(67,933)</b>                | <b>-100%</b>                     |

**Revenues Less Expenses** - 46,764 - - -

Notes:  
 No longer an active Program in FY 23/24 - this was absorbed by 140202 Legal Support



|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support          | -                  | 185,995            | 275,790                      | 275,844                           | -                 | (275,790)                      | -100%                            |
| <b>Operating Revenue</b>      | -                  | <b>185,995</b>     | <b>275,790</b>               | <b>275,844</b>                    | -                 | <b>(275,790)</b>               | <b>-100%</b>                     |
| <b>Total Revenue</b>          | -                  | <b>185,995</b>     | <b>275,790</b>               | <b>275,844</b>                    | -                 | <b>(275,790)</b>               | <b>-100%</b>                     |
| Personnel Services            | -                  | 33,163             | 265,042                      | 265,042                           | -                 | (265,042)                      | -100%                            |
| Materials and Services        | 350                | 21,789             | 10,748                       | 10,802                            | -                 | (10,748)                       | -100%                            |
| <b>Operating Expense</b>      | <b>350</b>         | <b>54,952</b>      | <b>275,790</b>               | <b>275,844</b>                    | -                 | <b>(275,790)</b>               | <b>-100%</b>                     |
| <b>Total Expense</b>          | <b>350</b>         | <b>54,952</b>      | <b>275,790</b>               | <b>275,844</b>                    | -                 | <b>(275,790)</b>               | <b>-100%</b>                     |

**Revenues Less Expenses** (350) 131,043 - - -

Notes:  
 No longer an active Program in FY 23/24 - this was absorbed by 140202 Legal Support



# Litigation & Labor

## Litigation, Labor & Employment

### Purpose Statement

The purpose of the Litigation, Labor & Employment Line of Business is to provide advice and representation at trial, mediation or other arenas, to the County and its elected officials, departments and special districts, so they can manage and minimize risk, be represented in lawsuits, and appropriately administer labor and employment laws.

### Performance Narrative

This Line of Business has two programs:

1. Litigation: Provide the full complement of representation and comprehensive legal services to the County, elected officials and employees when named in their official capacities, departments, and special districts so they operate with little disruption and minimal financial impact from litigation, and provide advice to minimize risk and litigation.
2. Labor and Employment: Provide consultation, advice, representation, and negotiation services to elected officials, departments, and special districts to ensure appropriate administration and implementation of labor and employment laws, regulations, ordinances, and County codes and policies.

\*\*In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history.

### Key Performance Measures

| Measure |   | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actual to date | FY 23-24 Target |
|---------|---|-----------------|-----------------|-----------------|-------------------------|-----------------|
| Result  | % of directors, managers or supervisors will receive post-event debriefing from County Counsel for cases in which verdicts or settlements exceed \$50,000 | 100%            | 100%            | 90%             | 100%                    | 100%            |
| Result  | % of matters resolved through early resolution  | 71%             | 100%            | 50%             | 92%                     | n/a             |
| Output  | # Cases managed   | 66              | 56              | 75              | 49                      | 45              |
| Output  | # Tort claims & accidental reports reviewed   | 74              | 83              | 70              | 74                      | n/a             |
| Result  | % Grievance arbitrations found in the County's favor  | 100%            | 100%            | 50%             | 10%                     | n/a             |
| Result  | # Trainings on emerging labor and employment issues   | 0               | 0               | 2               | 0                       | n/a             |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

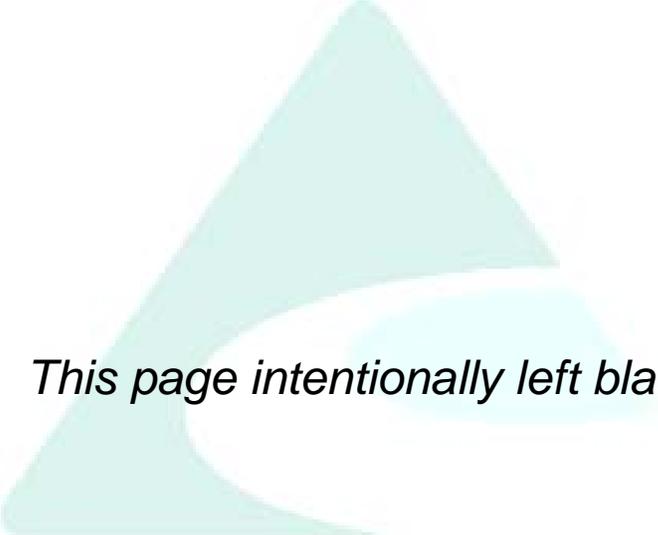
Explanation



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 520,819            | 495,493            | 554,200                      | 554,200                           | 524,200           | (30,000)                       | -5%                              |
| General Fund Support                                | -                  | 957,559            | 864,578                      | 874,436                           | 839,905           | (24,673)                       | -3%                              |
| <b>Operating Revenue</b>                            | <b>520,819</b>     | <b>1,453,052</b>   | <b>1,418,778</b>             | <b>1,428,636</b>                  | <b>1,364,105</b>  | <b>(54,673)</b>                | <b>-4%</b>                       |
| <b>Total Revenue</b>                                | <b>520,819</b>     | <b>1,453,052</b>   | <b>1,418,778</b>             | <b>1,428,636</b>                  | <b>1,364,105</b>  | <b>(54,673)</b>                | <b>-4%</b>                       |
| Personnel Services                                  | 1,437,844          | 1,518,362          | 1,282,920                    | 1,289,894                         | 1,298,375         | 15,455                         | 1%                               |
| Materials and Services                              | 179,367            | 149,791            | 135,858                      | 138,742                           | 65,730            | (70,128)                       | -52%                             |
| <b>Operating Expense</b>                            | <b>1,617,211</b>   | <b>1,668,153</b>   | <b>1,418,778</b>             | <b>1,428,636</b>                  | <b>1,364,105</b>  | <b>(54,673)</b>                | <b>-4%</b>                       |
| <b>Total Expense</b>                                | <b>1,617,211</b>   | <b>1,668,153</b>   | <b>1,418,778</b>             | <b>1,428,636</b>                  | <b>1,364,105</b>  | <b>(54,673)</b>                | <b>-4%</b>                       |

**Revenues Less Expenses** (1,096,392) (215,101) - - -

Notes:  
 Significant decrease in trial expenses, due to the settlement of a case.



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**CLACKAMAS**  
C O U N T Y



**140302-Labor & Employment**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support          | -                  | 157,167            | 178,252                      | 180,555                           | 197,327           | 19,075                         | 11%                              |
| <b>Operating Revenue</b>      | -                  | <b>157,167</b>     | <b>178,252</b>               | <b>180,555</b>                    | <b>197,327</b>    | <b>19,075</b>                  | <b>11%</b>                       |
| <b>Total Revenue</b>          | -                  | <b>157,167</b>     | <b>178,252</b>               | <b>180,555</b>                    | <b>197,327</b>    | <b>19,075</b>                  | <b>11%</b>                       |
| Personnel Services            | -                  | 35,185             | 178,252                      | 180,554                           | 197,327           | 19,075                         | 11%                              |
| Materials and Services        | -                  | 451                | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>      | -                  | <b>35,636</b>      | <b>178,252</b>               | <b>180,554</b>                    | <b>197,327</b>    | <b>19,075</b>                  | <b>11%</b>                       |
| <b>Total Expense</b>          | -                  | <b>35,636</b>      | <b>178,252</b>               | <b>180,554</b>                    | <b>197,327</b>    | <b>19,075</b>                  | <b>11%</b>                       |

**Revenues Less Expenses** - 121,531 - - -

Notes:



## **Finance**

**Elizabeth Comfort, Director**

Provide financial and facilities management services to County departments and agencies so they can effectively deliver services to their customers while promoting transparency and responsible stewardship of public funds.

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

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



**Finance (15)  
Finance Only**

**Department Budget Summary by Fund**

| <i>Line of Business Name</i>          | <i>Program Name</i>                   | FY 23-24<br>General<br>Fund<br>(100)    | FY 23-24<br>Special Grants<br>Fund<br>(230) | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |
|---------------------------------------|---------------------------------------|---|---|-----------------------------|--|-----------------------|
| Financial Executive Support           | Executive Leadership & Administration | 1,069,428                               |   | 1,069,428                   | 529,690  | 5.0                   |
| Financial Executive Support           | Financial Systems Support             | 615,424                                 |   | 615,424                     | 243,143  | 2.0                   |
| Accounting Services                   | Accounts Payable                      | 555,552                                 |   | 555,552                     | 89,857   | 5.0                   |
| Accounting Services                   | Accounting                            | 1,389,534                               |   | 1,389,534                   | 791,859  | 8.0                   |
| Accounting Services                   | Payroll                               | 728,906                                 |   | 728,906                     | 309,325  | 5.0                   |
| Financial Management & Accountability | Budget                                | 1,111,018                               |   | 1,111,018                   | 469,317  | 5.0                   |
| Financial Management & Accountability | Grants                                | 1,050,038                               | 236,344                                     | 1,286,382                   | -  | 7.0                   |
| Financial Management & Accountability | Procurement & Contract Services       | 1,235,930                               |   | 1,235,930                   | 414,538  | 8.0                   |
| <b>TOTAL</b>                          |                                       | <b>7,755,830</b>                        | <b>236,344</b>                              | <b>7,992,174</b>            | <b>2,847,729</b>                                   | <b>45.0</b>           |
|                                       |                                       | <b><i>FY 22-23 Budget (Amended)</i></b> |   | <b>9,146,606</b>            | <b>3,347,274</b>                                   | <b>49.7</b>           |
|                                       |                                       | <b><i>\$ Increase (Decrease)</i></b>    |   | <b>(1,390,776)</b>          | <b>(499,545)</b>                                   | <b>(4.7)</b>          |
|                                       |                                       | <b><i>% Increase ( Decrease)</i></b>    |   | <b>-15.2%</b>               | <b>-14.9%</b>                                      | <b>-9.5%</b>          |

\*\*General Fund Support is the subsidy, net of any other revenue received by the department.



# Financial Executive Support

## Executive Leadership & Administration

### Purpose Statement

The purpose of the Executive Leadership & Administration program is to provide leadership, administrative, financial, communications and strategic planning services to Department Employees and other County Leadership so they can make informed decisions that further the achievement of both strategic and operational results.

### Performance Narrative Statement

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

### Key Performance Measures

|   |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals | FY 23-24<br>Target |
|---|--|--------------------|--------------------|--------------------|---------------------|--------------------|
|    | Result<br>Department respondents will "agree" or "strongly agree" that they receive quality professional services from the Finance Department that equip them to do their jobs                     | 85%                | 87%                | 100%               | Annual Survey       | 100%               |
|  | Result<br>% Chart of Accounts updated and implemented so departments can align their budgeting, accounting and reporting with strategic business plans to allow for performance-informed decisions | NEW                | NEW                | 100%               | 100%                | N/A                |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

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



**150101-Executive Leadership & Administration**  
 BCC Priority Alignment: **Accountable Government**  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 179                | 2,035              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 539,738           | 539,738                        | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | 252                               | -                 | -                              | -                                |
| General Fund Support                                | -                  | 472,702            | 963,308                      | 937,822                           | 529,690           | (433,618)                      | -45%                             |
| <b>Operating Revenue</b>                            | <b>179</b>         | <b>474,737</b>     | <b>963,308</b>               | <b>938,074</b>                    | <b>1,069,428</b>  | <b>106,120</b>                 | <b>11%</b>                       |
| <b>Total Revenue</b>                                | <b>179</b>         | <b>474,737</b>     | <b>963,308</b>               | <b>938,074</b>                    | <b>1,069,428</b>  | <b>106,120</b>                 | <b>11%</b>                       |
| Personnel Services                                  | 680,976            | 774,034            | 866,810                      | 832,618                           | 1,008,525         | 141,715                        | 16%                              |
| Materials and Services                              | 93,209             | 71,989             | 82,062                       | 105,456                           | 60,903            | (21,159)                       | -26%                             |
| <b>Operating Expense</b>                            | <b>774,185</b>     | <b>846,023</b>     | <b>948,872</b>               | <b>938,074</b>                    | <b>1,069,428</b>  | <b>120,556</b>                 | <b>13%</b>                       |
| <b>Total Expense</b>                                | <b>774,185</b>     | <b>846,023</b>     | <b>948,872</b>               | <b>938,074</b>                    | <b>1,069,428</b>  | <b>120,556</b>                 | <b>13%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>(774,006)</b>   | <b>(371,286)</b>   | <b>14,436</b>                | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



# Financial Executive Support

## Financial System Support

### Purpose Statement

The purpose of the Financial Systems Support program is to provide systems implementations, updates, training and ongoing support services to system users so they can record, monitor, manage and report their financial information from the County's accounting system of record.

### Performance Narrative Statement

The Financial System Support Program proposed budget is a continuation of current service funding levels. These resources will allow the program to develop and implement financial system improvements and to maintain and train department staff so they can effectively manage the finances of the County, which benefits County residents through responsible financial management furthering the strategic objective of building public trust through good government.

### Key Performance Measures

|  |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals | FY 23-24<br>Target |
|--|--|--------------------|--------------------|--------------------|---------------------|--------------------|
|  Result | Systems users who "strongly agree" or "agree" that they can record, monitor, manage, and report their financial information from the County's system of record | NEW                | 0%                 | 85%                | 100%                | 85%                |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | 1,092,116          | 404,594                      | 483,810                           | 230,000           | (174,594)                      | -43%                             |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 142,281           | 142,281                        | -                                |
| Revenue from Bonds & Other Debts                    | 1,000,000          | -                  | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 360,000            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 107,088            | 255,560                      | 180,265                           | 243,143           | (12,417)                       | -5%                              |
| <b>Operating Revenue</b>                            | <b>1,360,000</b>   | <b>107,088</b>     | <b>255,560</b>               | <b>180,265</b>                    | <b>385,424</b>    | <b>129,864</b>                 | <b>51%</b>                       |
| <b>Total Revenue</b>                                | <b>1,360,000</b>   | <b>1,199,204</b>   | <b>660,154</b>               | <b>664,075</b>                    | <b>615,424</b>    | <b>(44,730)</b>                | <b>-7%</b>                       |
| Personnel Services                                  | 344,274            | 326,790            | 352,103                      | 348,643                           | 361,285           | 9,182                          | 3%                               |
| Materials and Services                              | 608,986            | 557,682            | 308,051                      | 85,432                            | 254,138           | (53,913)                       | -18%                             |
| Capital Outlay                                      | 54,706             | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>1,007,966</b>   | <b>884,472</b>     | <b>660,154</b>               | <b>434,075</b>                    | <b>615,423</b>    | <b>(44,731)</b>                | <b>-7%</b>                       |
| <b>Total Expense</b>                                | <b>1,007,966</b>   | <b>884,472</b>     | <b>660,154</b>               | <b>434,075</b>                    | <b>615,423</b>    | <b>(44,731)</b>                | <b>-7%</b>                       |
| <b>Revenues Less Expenses</b>                       | 352,034            | 314,732            | -                            | 230,000                           | -                 |                                |                                  |

Notes:



# Accounting Services

## Accounts Payable

### Purpose Statement

The purpose of the Accounts Payable Program is to provide invoice processing and payment support services to County Departments, so their vendors are paid timely and accurately.

### Performance Narrative Statement

The Accounts Payable Program budget is a continuation of current service funding levels. These resources will allow us to continue to provide county leaders and employees with accounting, audit, consultation and review services so they can manage public funds effectively, tie resources to expected performance and achieve results that matter to taxpayers. This furthers the countywide strategic objective of building public trust through good government.

### Key Performance Measures

|   |        | FY 20-21<br>Actual   | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals | FY 23-24<br>Target |      |
|---|--------|--|--------------------|--------------------|---------------------|--------------------|------|
|  | Result | Payments issued within 7 days of Accounts Payable receiving properly completed payment request | 23%                | 24%                | 100%                | 35%                | 100% |
|  | Result | % of vendor payments issued via ACH  | 49%                | 40%                | 50%                 | 43%                | 50%  |
|   | Output | Number of vendor payments issued via check   | 8,675              | 5,855              | N/A                 | 4,579              | N/A  |
|   | Output | Number of vendor payments issued via ACH   | 6,735              | 3,699              | N/A                 | 4,434              | N/A  |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation            The county is legally and contractually obligated to pay its vendors.



**150202-Accounts Payable**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 3,042              | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 507,242            | 512,154            | 502,965                      | 502,965                           | 265,695           | (237,270)                      | -47%                             |
| All Other Revenue Resources                         | -                  | -                  | 145,000                      | 145,000                           | 200,000           | 55,000                         | 38%                              |
| General Fund Support                                | -                  | -                  | -                            | -                                 | 89,857            | 89,857                         | -                                |
| <b>Operating Revenue</b>                            | <b>510,284</b>     | <b>512,154</b>     | <b>647,965</b>               | <b>647,965</b>                    | <b>555,552</b>    | <b>(92,413)</b>                | <b>-14%</b>                      |
| <b>Total Revenue</b>                                | <b>510,284</b>     | <b>512,154</b>     | <b>647,965</b>               | <b>647,965</b>                    | <b>555,552</b>    | <b>(92,413)</b>                | <b>-14%</b>                      |
| Personnel Services                                  | 296,421            | 378,421            | 616,333                      | 382,052                           | 528,185           | (88,148)                       | -14%                             |
| Materials and Services                              | 86,850             | 207,847            | 74,939                       | 74,348                            | 27,367            | (47,572)                       | -63%                             |
| <b>Operating Expense</b>                            | <b>383,271</b>     | <b>586,268</b>     | <b>691,272</b>               | <b>456,400</b>                    | <b>555,552</b>    | <b>(135,720)</b>               | <b>-20%</b>                      |
| <b>Total Expense</b>                                | <b>383,271</b>     | <b>586,268</b>     | <b>691,272</b>               | <b>456,400</b>                    | <b>555,552</b>    | <b>(135,720)</b>               | <b>-20%</b>                      |
| <b>Revenues Less Expenses</b>                       | 127,013            | (74,114)           | (43,307)                     | 191,565                           | -                 |                                |                                  |

Notes:



# Accounting Services

## Accounting

### Purpose Statement

The purpose of the Accounting Program is to provide general accounting support to County Departments which includes accounts receivable and cash management, account reconciliations, chart of account management, and the preparation of the County's Annual Comprehensive Financial Report.

### Performance Narrative Statement

The Accounting Program budget is a continuation of current service funding levels. These resources will allow us to continue to provide county leaders and employees with accounting, audit, consultation and review services so they can manage public funds effectively, tie resources to expected performance and achieve results that matter to taxpayers. This furthers the countywide strategic objective of building public trust through good government.

### Key Performance Measures

|   |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals | FY 23-24<br>Target |
|---|---|--------------------|--------------------|--------------------|---------------------|--------------------|
|  | Result Accounts and billings collected within 60 days | NEW                | NEW                | 75%                | N/A                 | 75%                |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation This program includes revenue functions such as collection and administration of the following: transient lodging taxes as defined by County Code, vehicle registration fees, and marijuana taxes.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 5,306              | 10,177             | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 773,954            | 655,020            | 641,955                      | 641,955                           | 597,675           | (44,280)                       | -7%                              |
| General Fund Support                                | -                  | -                  | -                            | -                                 | 791,859           | 791,859                        | -                                |
| <b>Operating Revenue</b>                            | <b>779,260</b>     | <b>665,197</b>     | <b>641,955</b>               | <b>641,955</b>                    | <b>1,389,534</b>  | <b>747,579</b>                 | <b>116%</b>                      |
| <b>Total Revenue</b>                                | <b>779,260</b>     | <b>665,197</b>     | <b>641,955</b>               | <b>641,955</b>                    | <b>1,389,534</b>  | <b>747,579</b>                 | <b>116%</b>                      |
| Personnel Services                                  | 263,392            | 362,893            | 490,970                      | 438,255                           | 1,073,677         | 582,707                        | 119%                             |
| Materials and Services                              | 138,479            | 85,444             | 150,985                      | 163,466                           | 315,857           | 164,872                        | 109%                             |
| <b>Operating Expense</b>                            | <b>401,871</b>     | <b>448,337</b>     | <b>641,955</b>               | <b>601,721</b>                    | <b>1,389,534</b>  | <b>747,579</b>                 | <b>116%</b>                      |
| <b>Total Expense</b>                                | <b>401,871</b>     | <b>448,337</b>     | <b>641,955</b>               | <b>601,721</b>                    | <b>1,389,534</b>  | <b>747,579</b>                 | <b>116%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>377,389</b>     | <b>216,861</b>     | <b>-</b>                     | <b>40,234</b>                     | <b>-</b>          |                                |                                  |

Notes:



# Accounting Services

## Payroll

### Purpose Statement

The purpose of the Payroll Program is to provide payroll consultation, inquiry response, report, and reconciliation services to County employees and departments so that employees are paid correctly and on-time.

### Performance Narrative Statement

The Payroll Program budget is a continuation of current service funding levels. These resources allow the program to serve County employees and departments, processing approximately 61,000 paychecks annually so employees are paid accurately and on time, while providing payroll consultation, inquiry response, reporting and reconciliation services. This will result in the responsible management of public funds.

### Key Performance Measures

|  |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals | FY 23-24<br>Target |
|--|--|--------------------|--------------------|--------------------|---------------------|--------------------|
|  Result | Employees paid accurately per pay period | 97%                | 95%                | 99%                | 96%                 | 99%                |
| Output   | Number of timesheet amendments completed | 4,041              | 1,400              | N/A                | 1,175               | N/A                |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation      Wage and hour law - BOLI and the Internal Revenue Service.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 345                | -                  | 13,330                       | 13,330                            | -                 | (13,330)                       | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 632,720            | 632,721            | 633,220                      | 633,220                           | 419,581           | (213,639)                      | -34%                             |
| General Fund Support                                | -                  | 116,382            | 122,298                      | 182,716                           | 309,325           | 187,027                        | 153%                             |
| <b>Operating Revenue</b>                            | <b>633,065</b>     | <b>749,103</b>     | <b>768,848</b>               | <b>829,266</b>                    | <b>728,906</b>    | <b>(39,942)</b>                | <b>-5%</b>                       |
| <b>Total Revenue</b>                                | <b>633,065</b>     | <b>749,103</b>     | <b>768,848</b>               | <b>829,266</b>                    | <b>728,906</b>    | <b>(39,942)</b>                | <b>-5%</b>                       |
| Personnel Services                                  | 690,476            | 668,032            | 697,615                      | 756,874                           | 705,759           | 8,144                          | 1%                               |
| Materials and Services                              | 74,847             | 62,507             | 71,233                       | 72,392                            | 23,147            | (48,086)                       | -68%                             |
| <b>Operating Expense</b>                            | <b>765,323</b>     | <b>730,539</b>     | <b>768,848</b>               | <b>829,266</b>                    | <b>728,906</b>    | <b>(39,942)</b>                | <b>-5%</b>                       |
| <b>Total Expense</b>                                | <b>765,323</b>     | <b>730,539</b>     | <b>768,848</b>               | <b>829,266</b>                    | <b>728,906</b>    | <b>(39,942)</b>                | <b>-5%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>(132,258)</b>   | <b>18,564</b>      | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



# Financial Management & Accountability

## Budget

### Purpose Statement

The purpose of the Budget program is to provide financial planning, analysis, monitoring and support services to County leadership, County Departments, and Agencies so they can effectively manage resources to achieve their strategic and operational results in a fiscally sustainable manner.

### Performance Narrative Statement

These resources will allow us to provide county leaders and employees with timely budget development, consultation and review services so they can manage public funds effectively, tie resources to expected performance and achieve results that matter to taxpayers. This furthers the countywide strategic objective of building public trust through good government.

### Key Performance Measures

|  |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals      | FY 23-24<br>Target |
|--|--|--------------------|--------------------|--------------------|--------------------------|--------------------|
| Result   | Appropriation in which year-end actual is within 5% of final budget                              | NEW                | NEW                | 75%                | Reported after end of FY | 75%                |
|  Result | % of departmental budgets where expenditures do not exceed appropriations at end of fiscal year. | 98%                | 100%               | 100%               | NA <sub>1</sub>          | N/A                |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

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



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 30                 | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 454,399            | 457,633            | 457,730                      | 457,730                           | 641,701           | 183,971                        | 40%                              |
| General Fund Support                                | -                  | 544,837            | 686,310                      | 571,942                           | 469,317           | (216,993)                      | -32%                             |
| <b>Operating Revenue</b>                            | <b>454,429</b>     | <b>1,002,470</b>   | <b>1,144,040</b>             | <b>1,029,672</b>                  | <b>1,111,018</b>  | <b>(33,022)</b>                | <b>-3%</b>                       |
| <b>Total Revenue</b>                                | <b>454,429</b>     | <b>1,002,470</b>   | <b>1,144,040</b>             | <b>1,029,672</b>                  | <b>1,111,018</b>  | <b>(33,022)</b>                | <b>-3%</b>                       |
| Personnel Services                                  | 771,269            | 866,578            | 852,008                      | 852,548                           | 874,427           | 22,419                         | 3%                               |
| Materials and Services                              | 90,657             | 236,372            | 292,032                      | 408,923                           | 236,591           | (55,441)                       | -19%                             |
| <b>Operating Expense</b>                            | <b>861,926</b>     | <b>1,102,951</b>   | <b>1,144,040</b>             | <b>1,261,471</b>                  | <b>1,111,018</b>  | <b>(33,022)</b>                | <b>-3%</b>                       |
| <b>Total Expense</b>                                | <b>861,926</b>     | <b>1,102,951</b>   | <b>1,144,040</b>             | <b>1,261,471</b>                  | <b>1,111,018</b>  | <b>(33,022)</b>                | <b>-3%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>(407,497)</b>   | <b>(100,481)</b>   | <b>-</b>                     | <b>(231,799)</b>                  | <b>-</b>          |                                |                                  |

Notes:



# Financial Management & Accountability

## Grants

### Purpose Statement

The purpose of the Grants program is to provide grants management services including financial reporting, fiscal compliance and oversight, grant-related training, technical assistance, and subrecipient fiscal monitoring to the County and County Departments supporting timely and accurate financial reports to make informed decisions.

### Performance Narrative Statement

The Grants Program budget is a continuation of current service funding levels. These resources allow us to complete the required grant-related financial management and reporting for Federal, State, and Local awards, fiscal oversight, and preparation of the Schedule of Expenditures of Federal Awards (SEFA) for the annual Single Audit.

The resources support the program's work for maintaining compliance with funding requirements and delivering services to the County including timely submission for an annual combined total of approximately 400 grant-related draws, invoices, and reports.

Resources support approximately 30 new subrecipient federal grant awards per year as well as monitoring of on-going multi-year awards to not-for-profit organizations and local governments delivering services in the community. This work is reflected in the performance metrics through maintaining compliance, timely submission of reporting, and supporting the work between the County and subrecipients.

Achieving these performance targets allows the County departments to remain in compliance with funding requirements, support retention of existing funding and obtain new funding, and remain in good standing with grantors.

### Key Performance Measures

|  |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals | FY 23-24<br>Target |
|--|--|--------------------|--------------------|--------------------|---------------------|--------------------|
|  Result | Grants without financial audit & monitoring findings | N/A                | N/A                | 100%               | N/A                 | 100%               |
|  Result | % Financial reports filed on or before the due date  | 96%                | 83%                | 100%               | 94%                 | 100%               |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

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



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 24,957             | 7,576              | 129,049                      | 75,000                            | 236,344           | 107,295                        | 83%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 920,100            | 1,088,161          | 1,244,802                    | 1,244,802                         | 1,050,038         | (194,764)                      | -16%                             |
| All Other Revenue Resources                         | 20,073             | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 578,044            | 1,001,574                    | 617,633                           | -                 | (1,001,574)                    | -100%                            |
| <b>Operating Revenue</b>                            | <b>965,130</b>     | <b>1,673,782</b>   | <b>2,375,425</b>             | <b>1,937,435</b>                  | <b>1,286,382</b>  | <b>(1,089,043)</b>             | <b>-46%</b>                      |
| <b>Total Revenue</b>                                | <b>965,130</b>     | <b>1,673,782</b>   | <b>2,375,425</b>             | <b>1,937,435</b>                  | <b>1,286,382</b>  | <b>(1,089,043)</b>             | <b>-46%</b>                      |
| Personnel Services                                  | 1,041,030          | 934,856            | 1,659,168                    | 1,187,309                         | 978,529           | (680,639)                      | -41%                             |
| Materials and Services                              | 496,298            | 682,651            | 716,257                      | 750,126                           | 307,853           | (408,404)                      | -57%                             |
| <b>Operating Expense</b>                            | <b>1,537,328</b>   | <b>1,617,507</b>   | <b>2,375,425</b>             | <b>1,937,435</b>                  | <b>1,286,382</b>  | <b>(1,089,043)</b>             | <b>-46%</b>                      |
| <b>Total Expense</b>                                | <b>1,537,328</b>   | <b>1,617,507</b>   | <b>2,375,425</b>             | <b>1,937,435</b>                  | <b>1,286,382</b>  | <b>(1,089,043)</b>             | <b>-46%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>(572,198)</b>   | <b>56,275</b>      | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



# Financial Management & Accountability

## Procurement and Contract Services

### Purpose Statement

The purpose of the Procurement and Contract Services program is to provide policy training, and the acquisition of goods and contracted services to County Departments and agencies so they can acquire the goods and services needed within established timelines and in compliance with public procurement requirements.

### Performance Narrative Statement

The Procurement and Contract Services Program budget is a continuation of current service funding levels. These resources will provide County departments, agencies and districts with timely procurement and contract services, personal property repurposing and disposition services so they can successfully fulfill their strategic goals.

### Key Performance Measures

|   |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals | FY 23-24<br>Target |
|---|---|--------------------|--------------------|--------------------|---------------------|--------------------|
|  | Result % Small contracts (<\$50k) completed within 10 business days | 88%                | 83%                | 90%                | 93%                 | 100%               |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

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



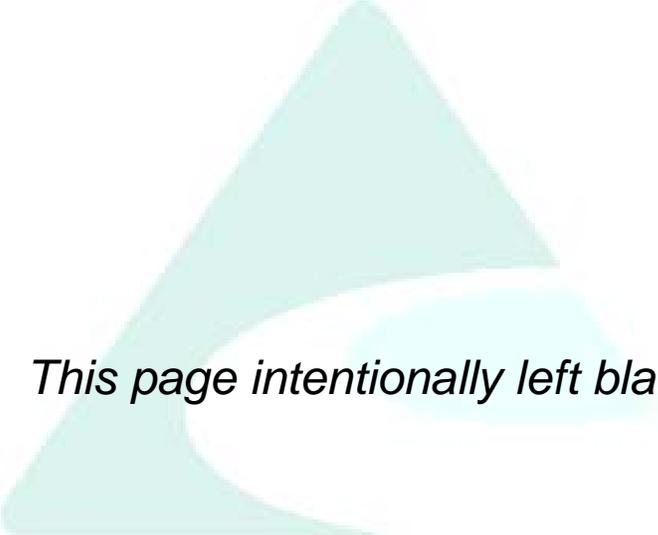
150304-Procurement & Contract Services

BCC Priority Alignment: Accountable Government

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 7,501              | 4,798              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 995,372            | 995,371            | 949,369                      | 949,369                           | 691,392           | (257,977)                      | -27%                             |
| Revenue from Bonds & Other Debts                    | 34,526             | 31,884             | 9,000                        | 30,000                            | 30,000            | 21,000                         | 233%                             |
| All Other Revenue Resources                         | 174,689            | 281,487            | 100,000                      | 100,000                           | 100,000           | -                              | 0%                               |
| General Fund Support                                | -                  | 151,840            | 213,865                      | 52,693                            | 414,538           | 200,673                        | 94%                              |
| <b>Operating Revenue</b>                            | <b>1,212,088</b>   | <b>1,465,381</b>   | <b>1,272,234</b>             | <b>1,132,062</b>                  | <b>1,235,930</b>  | <b>(36,304)</b>                | <b>-3%</b>                       |
| <b>Total Revenue</b>                                | <b>1,212,088</b>   | <b>1,465,381</b>   | <b>1,272,234</b>             | <b>1,132,062</b>                  | <b>1,235,930</b>  | <b>(36,304)</b>                | <b>-3%</b>                       |
| Personnel Services                                  | 1,040,308          | 803,370            | 1,133,108                    | 989,242                           | 1,173,788         | 40,680                         | 4%                               |
| Materials and Services                              | 134,133            | 240,939            | 139,125                      | 142,820                           | 62,142            | (76,983)                       | -55%                             |
| <b>Operating Expense</b>                            | <b>1,174,441</b>   | <b>1,044,309</b>   | <b>1,272,233</b>             | <b>1,132,062</b>                  | <b>1,235,930</b>  | <b>(36,303)</b>                | <b>-3%</b>                       |
| <b>Total Expense</b>                                | <b>1,174,441</b>   | <b>1,044,309</b>   | <b>1,272,233</b>             | <b>1,132,062</b>                  | <b>1,235,930</b>  | <b>(36,303)</b>                | <b>-3%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>37,647</b>      | <b>421,072</b>     | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



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**CLACKAMAS**  
C O U N T Y



**Finance (15)  
Facilities Only**

**Department Budget Summary by Fund**

| <i>Line of Business Name</i>       | <i>Program Name</i>                | FY 23-24<br>Facilities<br>Management<br>Fund<br>(744) | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |
|------------------------------------|------------------------------------|---|-----------------------------|--|-----------------------|
| Courier & Mail Operations Services | Courier & Mail Operations          | 679,672   | 679,672                     | 99,545   | 3.0                   |
| Facilities Management              | Facilities Administrative Services | 2,723,651   | 2,723,651                   | -  | 12.0                  |
| Facilities Management              | Facilities Construction            | 1,487,960   | 1,487,960                   | -  | 10.0                  |
| Facilities Management              | Facilities Maintenance             | 8,094,010   | 8,094,010                   | -  | 30.0                  |
| Facilities Management              | Utilities                          | 2,860,181   | 2,860,181                   | -  | -                     |
| <b>TOTAL</b>                       |                                    | 15,845,474  | 15,845,474                  | 99,545   | 55.0                  |
|                                    |                                    | <b><i>FY 22-23 Budget (Amended)</i></b>               | 17,726,652                  | -  | 52.0                  |
|                                    |                                    | <b><i>\$ Increase (Decrease)</i></b>                  | (1,881,178)                 | 99,545   | 3.0                   |
|                                    |                                    | <b><i>% Increase (Decrease)</i></b>                   | -10.6%                      | -  | 5.8%                  |

\*\*General Fund Support is the subsidy, net of any other revenue received by the department.



# Courier and Mail Operations

# Courier and Mail Operations

## Purpose Statement

The purpose of the Courier and Mail Operations program is to provide coordinated mail processing services, US Mail, and small parcel distributions services to County employees so they can convey mail, small parcels, and other materials in the most cost effective manner.

## Performance Narrative Statement

The Courier and Mail Program proposes a budget of \$679,672 in FY23-24. This is a reduction of -15.2% or -\$122,054 vs. last years' budget, which was reduced -3% or -\$26,903 from the year prior. The reduction reflects a continued realignment of resources realized through the Performance Clackamas process and is intended to reflect the resources required to maintain the current high level of support to all County departments, agencies and districts. These resources will provide County departments, agencies and districts timely and coordinated mail processing, US mail and small parcel distribution services so they can successfully fulfill their strategic goals.

## Key Performance Measures

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals<br>(as of Q3) | FY 23-24<br>Target |
|--------|--|--------------------|--------------------|--------------------|-----------------------------------|--------------------|
| Result | Surveyed respondents who "agree" or "strongly agree" that Courier and Mail Operations provides services that support their business operations | 90%                | 96%                | 90%                | 96%                               | 90%                |
| Result | Surveyed respondents who "agree" or "strongly agree" that Courier and Mail Operations provides quality customer services                       | 96%                | 100%               | 90%                | 100%                              | 90%                |

Program includes:

Mandated Services  N

Elizabeth Comfort -Finance Director  N Patrick Williams - Deputy Director

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)

Note: In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history."



1504-Courier & Mail Operations Services

150402-Courier & Mail Operations  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 369                | 16,450             | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 707,008            | 726,087            | 697,367                      | 752,882                           | 580,127           | (117,240)                      | -17%                             |
| All Other Revenue Resources                         | -                  | 364                | -                            | 56                                | -                 | -                              | -                                |
| General Fund Support                                | -                  | 102,313            | 104,359                      | 28,465                            | 99,545            | (4,814)                        | -5%                              |
| <b>Operating Revenue</b>                            | <b>707,378</b>     | <b>845,214</b>     | <b>801,726</b>               | <b>781,403</b>                    | <b>679,672</b>    | <b>(122,054)</b>               | <b>-15%</b>                      |
| <b>Total Revenue</b>                                | <b>707,378</b>     | <b>845,214</b>     | <b>801,726</b>               | <b>781,403</b>                    | <b>679,672</b>    | <b>(122,054)</b>               | <b>-15%</b>                      |
| Personnel Services                                  | 343,542            | 359,234            | 348,126                      | 348,126                           | 283,634           | (64,492)                       | -19%                             |
| Materials and Services                              | 397,637            | 475,475            | 424,730                      | 433,277                           | 369,327           | (55,403)                       | -13%                             |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 26,711            | 26,711                         | -                                |
| <b>Operating Expense</b>                            | <b>741,179</b>     | <b>834,709</b>     | <b>772,856</b>               | <b>781,403</b>                    | <b>679,672</b>    | <b>(93,184)</b>                | <b>-12%</b>                      |
| <b>Total Expense</b>                                | <b>741,179</b>     | <b>834,709</b>     | <b>772,856</b>               | <b>781,403</b>                    | <b>679,672</b>    | <b>(93,184)</b>                | <b>-12%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>(33,802)</b>    | <b>10,504</b>      | <b>28,870</b>                | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



# Facilities Management

## Facilities Administrative Services

### Purpose Statement

The purpose of the Facilities Administrative Services program is to provide information, coordination, analysis and support with financial and asset management services to the Facilities Staff and Occupants of County Facilities.

### Performance Narrative Statement

The Facilities Administrative Services program proposes a \$2,723,651 budget in FY23-24 which is flat compared to last year. These resources will allow this program to effectively and efficiently manage County assets and submitted work requests, along with the submittal of payments and financial accounting while continuing to provide a high-level of service to our partners and customers.

### Key Performance Measures

|        |  | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals (as of Q3) | FY 23-24 Target |
|--------|--|-----------------|-----------------|-----------------|-----------------------------|-----------------|
| Result | 100% service requests converted to work orders within 24 hours   | 99%             | 99%             | 100%            | 100%                        | 100%            |
| Result | 75% of completed work orders closed within 2 weeks   | 0%              | 0%              | 75%             | 72%                         | 75%             |
| Result | By January 1, 2021, the County will fully implement an asset management system allowing departments to track projects from beginning to end. (Strategic Result #4) | 100%            | 100%            | 100%            | 100%                        | 100%            |
| Result | # service requests converted to work orders  | 4645            | 1,243           | N/A             | 1731                        | N/A             |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Note: In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history."



**150501-Facilities Administrative Services**  
 BCC Priority Alignment: **Accountable Government**  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>2,101,040</b>   | <b>1,049,272</b>   | <b>2,524,724</b>             | <b>894,064</b>                    | <b>209,897</b>    | <b>(2,314,827)</b>             | <b>-92%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | 102,767            | 58,242             | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 4,262,169          | 4,194,571          | 1,941,684                    | 2,633,470                         | 2,508,754         | 567,070                        | 29%                              |
| Revenue from Bonds & Other Debts                    | -                  | 5,175              | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | 2,326,218          | 2,671,335          | -                            | 19,255                            | 5,000             | 5,000                          | -                                |
| <b>Operating Revenue</b>                            | <b>6,691,155</b>   | <b>6,929,323</b>   | <b>1,941,684</b>             | <b>2,652,725</b>                  | <b>2,513,754</b>  | <b>572,070</b>                 | <b>29%</b>                       |
| <b>Total Revenue</b>                                | <b>8,792,195</b>   | <b>7,978,595</b>   | <b>4,466,408</b>             | <b>3,546,789</b>                  | <b>2,723,651</b>  | <b>(1,742,757)</b>             | <b>-39%</b>                      |
| Personnel Services                                  | 1,584,279          | 1,842,372          | 1,289,309                    | 1,399,263                         | 1,797,723         | 508,414                        | 39%                              |
| Materials and Services                              | 4,812,767          | 3,139,974          | 984,146                      | 1,111,839                         | 645,928           | (338,218)                      | -34%                             |
| Capital Outlay                                      | 345,877            | 74,464             | 228,710                      | 103,500                           | 80,000            | (148,710)                      | -65%                             |
| <b>Operating Expense</b>                            | <b>6,742,923</b>   | <b>5,056,810</b>   | <b>2,502,165</b>             | <b>2,614,602</b>                  | <b>2,523,651</b>  | <b>21,486</b>                  | <b>1%</b>                        |
| Transfers   | 1,000,000          | -                  | 722,290                      | 722,290                           | -                 | (722,290)                      | -100%                            |
| Contingency   | -                  | -                  | 1,241,952                    | -                                 | 200,000           | (1,041,952)                    | -84%                             |
| <b>Total Expense</b>                                | <b>7,742,923</b>   | <b>5,056,810</b>   | <b>4,466,407</b>             | <b>3,336,892</b>                  | <b>2,723,651</b>  | <b>(1,742,756)</b>             | <b>-39%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>1,049,272</b>   | <b>2,921,785</b>   | <b>-</b>                     | <b>209,897</b>                    | <b>-</b>          |                                |                                  |

Notes:

We are seeing an increase in the volume of after-hours meetings that require PSB/DSB lobby staff to be on-site. This has resulted in the need to increase hours of PT Facilities personnel. Another area that is impacting program 150501 is the increased Fleet costs (Leases-Vehicle Rental) associated with the (43) FM maintenance vehicles which now include new administrative and work order fee's, as well as an increase to shop labor. Lastly, we have a number of computer towers that are at end of life.



# Facilities Management Facilities Construction

## Purpose Statement

The purpose of the Facilities Construction program is to provide consultation, design, estimation, and project management services to County Departments and Agencies, so they can serve their customers in well-planned facilities.

## Performance Narrative Statement

The Facilities Construction program proposes a \$1,487,960 budget which is flat when compared to last year. These resources will allow this program to continue to provide project estimation, design, construction and project management services for tenants and the County. These funds will allow us to make changes and improvements to County facilities that will better serve the department and citizens of Clackamas County.

## Key Performance Measures

|        |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>Q3 | FY 23-24<br>Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------|--------------------|
| Result | % of customers rate communication as Effectively or Very Effectively.   | 100%               | 100%               | 85%                | 100%                            | 85%                |
| Result | 75% projects completed with 2 or fewer internal change orders   | 100%               | 100%               | 75%                | 100%                            | 75%                |
| Result | 75% of work orders received requesting project estimates assigned and a customer meeting scheduled within 2 weeks | 100%               | 100%               | 75%                | 100%                            | 75%                |
| Result | 75% completed within timeline estimate determined at project meeting  | 95%                | 100%               | 75%                | 100%                            | 75%                |
| Result | # Projects completed  | 176                | 63                 | N/A                | 73                              | N/A                |

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation      We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements for the buildings.

In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history."



150502-Facilities Construction

BCC Priority Alignment: Accountable Government

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>1,511</b>       | <b>30,892</b>      | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 19,735             | 32,952             | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 1,122,426          | 1,225,002          | 1,485,050                    | 1,339,437                         | 1,487,960         | 2,910                          | 0%                               |
| <b>Operating Revenue</b>                            | <b>1,142,161</b>   | <b>1,257,953</b>   | <b>1,485,050</b>             | <b>1,339,437</b>                  | <b>1,487,960</b>  | <b>2,910</b>                   | <b>0%</b>                        |
| <b>Total Revenue</b>                                | <b>1,143,672</b>   | <b>1,288,845</b>   | <b>1,485,050</b>             | <b>1,339,437</b>                  | <b>1,487,960</b>  | <b>2,910</b>                   | <b>0%</b>                        |
| Personnel Services                                  | 1,064,024          | 1,105,513          | 1,357,280                    | 1,223,022                         | 1,427,933         | 70,653                         | 5%                               |
| Materials and Services                              | 48,757             | 93,595             | 127,770                      | 116,270                           | 60,027            | (67,743)                       | -53%                             |
| Capital Outlay                                      | -                  | 88,977             | -                            | 145                               | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>1,112,781</b>   | <b>1,288,084</b>   | <b>1,485,050</b>             | <b>1,339,437</b>                  | <b>1,487,960</b>  | <b>2,910</b>                   | <b>0%</b>                        |
| <b>Total Expense</b>                                | <b>1,112,781</b>   | <b>1,288,084</b>   | <b>1,485,050</b>             | <b>1,339,437</b>                  | <b>1,487,960</b>  | <b>2,910</b>                   | <b>0%</b>                        |
| <b>Revenues Less Expenses</b>                       | <b>30,892</b>      | <b>761</b>         | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 Construction picking up landscaping in FY23-24 to better align with Performance Clackamas goals in regards to projects and direct billing. This change will also allow our Maintenance team to re-direct their focus from small projects towards more planned/preventative Maintenance. We are also still seeing the impact of inflation, as the rising cost of building materials and supplies continues to increase the overall project costs.



## Facilities Management

## Facilities Maintenance

### Purpose Statement

The purpose of the Facilities Maintenance program is to provide preventive and corrective asset maintenance services to County Departments and Agencies, so they can provide services to their customers in a safe, secure and well-maintained environment.

### Performance Narrative Statement

The Facilities Maintenance program proposes a budget of 8,094,010 in FY23-24, which is an increase of 5.5% to our current funding level. This increase is due to the rising costs associated with supplies and materials, as well as increases to contracted services. These resources will allow us to quickly respond to work request and proactively complete preventative maintenance on county assets.

### Key Performance Measures

|        |   | FY 20-21<br>Actual  | FY 21-22<br>Actual  | FY 22-23<br>Target | FY 22-23<br>Actuals<br>(as of Q3)                               | FY 23-24<br>Target |
|--------|---|---|---|--------------------|---|--------------------|
| Result | \$ Corrective repairs/ \$ preventive maintenance  | \$1,279,472<br>Corrective repair /<br>\$650,486<br>Preventative | \$1,462,228<br>Corrective Repair /<br>\$671,477<br>Preventative | N/A                | \$1,018,496<br>Corrective Repair /<br>\$520,250<br>Preventative | N/A                |
| Result | 100% Facilities where required fire evacuation drills are successfully conducted annually | 100%  | 100%  | 100%               | 100%  | 100%               |
| Result | 100% Janitorial inspections that meet maintenance and cleanliness standards               | 5%  | 0%  | 100%               | 50%   | 100%               |
| Result | 100% Facilities with intrusion alarm systems  | 75%   | 80%   | 100%               | 92%   | 100%               |
| Result | 75% of work orders completed within 2 weeks   | 88%   | 75%   | 75%                | 72%   | 75%                |
| Result | # Planned Corrective Actions completed  | 7692  | 7,744   | N/A                | 8214  | N/A                |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements for the buildings.

In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history."



150503-Facilities Maintenance

BCC Priority Alignment: Accountable Government

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>909,075</b>     | <b>1,159,307</b>   | <b>1,277,710</b>             | <b>1,277,710</b>                  | -                 | <b>(1,277,710)</b>             | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations  | 35,165             | 107,760            | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 4,920,723          | 4,605,830          | 7,696,674                    | 7,405,417                         | 8,094,010         | 397,336                        | 5%                               |
| All Other Revenue Resources                         | 2,372              | 15,607             | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>4,958,260</b>   | <b>4,729,197</b>   | <b>7,696,674</b>             | <b>7,405,417</b>                  | <b>8,094,010</b>  | <b>397,336</b>                 | <b>5%</b>                        |
| <b>Total Revenue</b>                                | <b>5,867,335</b>   | <b>5,888,504</b>   | <b>8,974,384</b>             | <b>8,683,127</b>                  | <b>8,094,010</b>  | <b>(880,374)</b>               | <b>-10%</b>                      |
| Personnel Services                                  | 2,834,507          | 3,197,510          | 4,218,424                    | 3,648,598                         | 4,237,426         | 19,002                         | 0%                               |
| Materials and Services                              | 1,873,522          | 1,638,060          | 3,478,250                    | 3,756,735                         | 3,856,584         | 378,334                        | 11%                              |
| Capital Outlay                                      | -                  | 12,788             | -                            | 84                                | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>4,708,029</b>   | <b>4,848,357</b>   | <b>7,696,674</b>             | <b>7,405,417</b>                  | <b>8,094,010</b>  | <b>397,336</b>                 | <b>5%</b>                        |
| Transfers   | -                  | -                  | 1,277,710                    | 1,277,710                         | -                 | (1,277,710)                    | -100%                            |
| <b>Total Expense</b>                                | <b>4,708,029</b>   | <b>4,848,357</b>   | <b>8,974,384</b>             | <b>8,683,127</b>                  | <b>8,094,010</b>  | <b>(880,374)</b>               | <b>-10%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>1,159,307</b>   | <b>1,040,146</b>   | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:

Major change in moving Landscaping (Grounds Maintenance) out of 150503-Maintenance to 150502-Construction. This move will allow Maintenance to be more PM (Preventative Maintenance) focused which also better aligns with new strategic measures of Performance Clackamas. In addition, we have updated our Janitorial Services contract (TVW) to better support the current cleaning standards and requirements (post-pandemic). This contract update will result in an increase to our contracted service costs under material



# Facilities Management

## Utilities

### Purpose Statement

The purpose of the Utilities program is to monitor and analyze Utility data with a focus on improving the energy usage and operation of buildings to meet County sustainability goals.

### Performance Narrative Statement

The Utilities program proposes a \$2,860,181 budget in FY23-24, which is an increase of 2% compared to last year. The resources for this program will continue to be used to pay the utility bills for all of the County owned and leased locations that Facilities Management oversees.

### Key Performance Measures

|        |   | FY 19-20 Actual | FY 20-21 Actual          | FY 21-22 Target          | FY 21-22 Actuals (as of 12/31/21) | FY 22-23 Target |
|--------|---|-----------------|--------------------------|--------------------------|-----------------------------------|-----------------|
| Result | Reduce overall energy intensity (per sq. ft.) | 68.28%          | Discontinued in FY 19-20 | Discontinued in FY 19-20 | N/A                               | N/A             |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | 235,400                      | 236,010                           | -                 | (235,400)                      | -100%                            |
| All Other Revenue Resources                         | -                  | 15,717             | 2,565,410                    | 2,566,460                         | 2,860,181         | 294,771                        | 11%                              |
| <b>Operating Revenue</b>                            | -                  | <b>15,717</b>      | <b>2,800,810</b>             | <b>2,802,470</b>                  | <b>2,860,181</b>  | <b>59,371</b>                  | <b>2%</b>                        |
| <b>Total Revenue</b>                                | -                  | <b>15,717</b>      | <b>2,800,810</b>             | <b>2,802,470</b>                  | <b>2,860,181</b>  | <b>59,371</b>                  | <b>2%</b>                        |
| Materials and Services                              | -                  | 1,864,652          | 2,800,810                    | 2,802,470                         | 2,789,405         | (11,405)                       | 0%                               |
| <b>Operating Expense</b>                            | -                  | <b>1,864,652</b>   | <b>2,800,810</b>             | <b>2,802,470</b>                  | <b>2,789,405</b>  | <b>(11,405)</b>                | <b>0%</b>                        |
| Contingency   | -                  | -                  | -                            | -                                 | 70,776            | 70,776                         | -                                |
| <b>Total Expense</b>                                | -                  | <b>1,864,652</b>   | <b>2,800,810</b>             | <b>2,802,470</b>                  | <b>2,860,181</b>  | <b>59,371</b>                  | <b>2%</b>                        |

**Revenues Less Expenses** - (1,848,936) - - -

Notes:  
 Currently seeing significant increases to both Electricity (+8%-11%) and Natural Gas (+10%-15%) costs with a potential for additional increases that would likely be staggered throughout the next fiscal year. Facilities has been working with our partners (PGE, NW Naturals etc.) but they are unable to communicate any specific information around additional increases at this time. This is one of the major challenges of internal service departments having to start our budget so early in the year.



**Finance Department (15)  
Capital Projects  
Department Budget Summary by Fund**

| <i>Line of Business Name</i> | <i>Program Name</i> | FY 23-24<br>Capital Projects<br>Fund<br>(420) | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |   |
|------------------------------|---------------------|---|-----------------------------|--|-----------------------|---|
| Facilities Management        | Capital Projects    | 22,837,002                                    | 22,837,002                  | 8,645,606  | -                     |   |
| <b>TOTAL</b>                 |                     | 22,837,002                                    | 22,837,002                  | 8,645,606  | -                     |   |
|                              |                     | <i>FY 22-23 Budget (Amended)</i>              | 17,463,088                  | 17,463,088   | 8,140,132             | - |
|                              |                     | <i>\$ Increase (Decrease)</i>                 | 5,373,914                   | 5,373,914  | 505,474               | - |
|                              |                     | <i>% Increase (Decrease)</i>                  | 30.8%                       | 30.8%  | 6.2%                  | - |

*\*\*General Fund Support is the subsidy, net of any other revenue received by the department.*





## **Human Resources**

**Evelyn Minor Lawrence, Director**

The mission of the Department of Human Resources is to provide employment, benefits and wellness, risk management, and workforce planning services to County Departments so they can have the resources they need to provide high-quality services and achieve their strategic results.

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

Website: <http://www.clackamas.us/des/>



## Human Resources Department (16)

### Department Budget Summary by Fund

| <i>Line of Business Name</i>          | <i>Program Name</i>              | FY 23-24<br>General<br>Fund<br>(100) | FY 23-24<br>ARPA<br>Fund<br>(230)* | FY 23-24<br>Self-Insurance<br>Fund<br>(760) | FY 23-24<br>Risk Mgmt<br>Claims Fund<br>(761) | FY 23-24<br>Total Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |
|---------------------------------------|----------------------------------|--------------------------------------|------------------------------------|---|---|--------------------------|--|-----------------------|
| Administration                        | Director's Office                | 910,376                              | -                                  |   |   | 910,376                  | 214,764  | 4.0                   |
| Administration                        | Workforce Data Management        | 826,977                              | -                                  |   |   | 826,977                  | 214,764  | 4.5                   |
| Employee & Labor Relations Management | Employee & Labor Relations       | 820,972                              |                                    |   |   | 820,972                  | 214,764  | 3.5                   |
| Workforce Design                      | Classification & Compensation    | 1,010,416                            |                                    |   |   | 1,010,416                | 214,764  | 5.0                   |
| Workforce Design                      | Recruitment & Selection          | 1,611,375                            |                                    |   |   | 1,611,375                | 214,764  | 9.0                   |
| Workforce Design                      | Workforce Planning & Development | 591,018                              |                                    |   |   | 591,018                  | 214,764  | 2.0                   |
| Benefits, Wellness, Leave Management  | Benefits Administration          |                                      | -                                  | 5,366,943                                   |   | 5,366,943                | -  | 14.3                  |
| Benefits, Wellness, Leave Management  | Medical Insurance                |                                      |                                    | 44,788,297                                  |   | 44,788,297               | -  | -                     |
| Benefits, Wellness, Leave Management  | Dental Insurance                 |                                      |                                    | 4,731,000                                   |   | 4,731,000                | -  | -                     |
| Benefits, Wellness, Leave Management  | Disability Insurance             |                                      |                                    | 1,475,688                                   |   | 1,475,688                | -  | -                     |
| Benefits, Wellness, Leave Management  | EAP/Wellness                     |                                      |                                    | 738,552                                     |   | 738,552                  | -  | -                     |
| Benefits, Wellness, Leave Management  | Deferred Compensation            |                                      |                                    | 3,882                                       |   | 3,882                    | -  | -                     |
| Risk & Safety Management              | Risk Administration              |                                      | -                                  |   | 1,719,025                                     | 1,719,025                | -  | 7.8                   |
| Risk & Safety Management              | Casualty/Liability               |                                      |                                    |   | 11,086,763                                    | 11,086,763               | -  | -                     |
| Risk & Safety Management              | Workers' Compensation            |                                      |                                    |   | 3,902,039                                     | 3,902,039                | -  | -                     |
| Risk & Safety Management              | Unemployment                     |                                      |                                    |   | 511,941                                       | 511,941                  | -  | -                     |
| <b>TOTAL</b>                          |                                  | 5,771,134                            | -                                  | 57,104,362                                  | 17,219,768                                    | 80,095,264               | 1,288,584  | 50.0                  |
| <b>FY 22-23 Budget (Amended)</b>      |                                  | 5,951,933                            | 20,000                             | 59,416,372                                  | 18,089,464                                    | 83,477,769               | 1,465,704  | 50.0                  |
| <b>\$ Increase (Decrease)</b>         |                                  | (180,799)                            | (20,000)                           | (2,312,010)                                 | (869,696)                                     | (3,382,505)              | (177,120)  | 0.0                   |
| <b>% Increase (Decrease)</b>          |                                  | -3.0%                                | -100.0%                            | -3.9%                                       | -4.8%   | -4.1%                    | -12.1%   | 0.0%                  |

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**



**Purpose Statement**

The purpose of the Human Resources Director's Office program is to provide HR direction, executive consultation and policy decision services to the Board of County Commissioners, County Administrator, County Departments and employees so they can have a strategic partner to achieve their strategic and operational goals.

**Performance Narrative Statement**

**Major Initiatives:**

In addition to our strategic efforts to partner with our customers, the two main initiatives for the Director's Office are to update County employment policies, and remove duplicative language from the County Code (Personnel Ordinance), as well as continue to make progress on updating the Internal Complaints business process.

**Employee Policy and Practices (EPP)/County Code Integration**

Our engagement with a local human resources consulting firm since December, 2020, has resulted in significant progress in our effort to create new and revise existing employment policies so that they are in compliance with federal and state employment laws. To date, our team of consultants and internal staff subject matter experts have made significant edits to 44 Employment Policy and Practices (EPPs). Once edits are complete, next steps include review by County Counsel, Executive Management Team, (EMT), the Policy Committee, and unions, followed by approval by County Administration or the Board of County Commissioners. Simultaneously, employment policy language will be eliminated from the Personnel Ordinance (County Code Section 2.05). The project result will be current policies that are easily accessible by all users.

**Internal Complaint Process**

In response to a comprehensive audit of the County's practices related to Internal Complaints by the County's Internal Auditor, we have continued to evaluate our processes and apply the recommendations presented in the audit report. Our efforts during this fiscal year include a thorough review of the business process and development of the Internal Complaints module within the Origami database. Utilizing this database will allow us to retain current and historic records in one location, actively manage cases, and reporting capabilities. We will continue to make progress on the specific actions that will address the recommendations during FY 22/23.

**Key Performance Measures**

|              |   | FY 20-21<br>Actual | FY 21-22<br>Actuals | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>03/31/23 | FY 23-24<br>Target |
|--------------|---|--------------------|---------------------|--------------------|---------------------------------------|--------------------|
| Result       | By 2021, 90% of Clackamas County managers agree or strongly agree that Human Resources is a strategic business partner. <sup>4</sup>  | 91%                | 100% <sup>1</sup>   | 90%                | N/A                                   | 90%                |
| Result       | 80% of HR Lines of Business managers who report they "strongly agree" or "agree" that Administrative Services helps their line of business to achieve results, is efficient and timely in response, and is proactive in solving problems. | 100%               | 100% <sup>1</sup>   | 80%                | 100%                                  | 80%                |
| Output       | Number of revised Employee Policies and Procedures and County Code. <sup>3</sup>  | 3 <sup>2</sup>     | 5                   | 12                 | 3                                     | 12                 |
| Output (NEW) | Number of Internal Complaints investigated per fiscal year <sup>3</sup>   | 13                 | 8                   | 10                 | 3                                     | 7                  |

**Performance Measures Narrative:**

<sup>1</sup> Our efforts to provide excellent customer service and strategic partner consultative services continue to be well received from internal County customers. We will continue to incorporate feedback to ensure this strong trend continues and evolves with the needs of the County.

<sup>2</sup> We are only reporting on fully approved and implemented Employment Policies and Practices in the measure above. While we are only reporting five completed policies to in FY 21/22, we had a higher number of revised County employment policies during budget committee hearings late 2022, based on the project plan and consultant firm efforts to date.

<sup>3</sup> This data is collected each Fiscal Year in June.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | 43,866                       | 43,866                            | -                 | (43,866)                       | -100%                            |
| Federal, State, Local, All Other Gifts & Donations  | 19,111             | 8,183              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 3,753,450          | 725,491            | 629,839                      | 629,839                           | 695,612           | 65,773                         | 10%                              |
| General Fund Support                                | -                  | 205,691            | 221,512                      | 211,152                           | 214,764           | (6,748)                        | -3%                              |
| <b>Operating Revenue</b>                            | <b>3,772,561</b>   | <b>939,365</b>     | <b>851,351</b>               | <b>840,991</b>                    | <b>910,376</b>    | <b>59,025</b>                  | <b>7%</b>                        |
| <b>Total Revenue</b>                                | <b>3,772,561</b>   | <b>939,365</b>     | <b>895,217</b>               | <b>884,857</b>                    | <b>910,376</b>    | <b>15,159</b>                  | <b>2%</b>                        |
| Personnel Services                                  | 3,798,486          | 724,078            | 622,694                      | 621,694                           | 684,296           | 61,602                         | 10%                              |
| Materials and Services                              | 832,535            | 202,066            | 272,523                      | 263,163                           | 226,080           | (46,443)                       | -17%                             |
| <b>Operating Expense</b>                            | <b>4,631,020</b>   | <b>926,144</b>     | <b>895,217</b>               | <b>884,857</b>                    | <b>910,376</b>    | <b>15,159</b>                  | <b>2%</b>                        |
| <b>Total Expense</b>                                | <b>4,631,020</b>   | <b>926,144</b>     | <b>895,217</b>               | <b>884,857</b>                    | <b>910,376</b>    | <b>15,159</b>                  | <b>2%</b>                        |
| <b>Revenues Less Expenses</b>                       | (858,459)          | 13,222             | -                            | -                                 | -                 |                                |                                  |

Notes:



# Administration

## Workforce Data Management

### Purpose Statement

The purpose of the Workforce Data Management program is to provide systems management, reports, analytics, and education services to Human Resources, County departments and employees so they can understand and use HR systems and data to make informed decisions and achieve their strategic results.

### Performance Narrative Statement

**Major Initiatives:**

**Paid Leave Oregon:** Support Benefits, Wellness, and Leaves with the implementation of Paid Leave Oregon effective September 3, 2023.

**Equal Pay Act:** Support Classification and Compensation in the implementation of pay equity compensation. This included creating tools for the salary placement assessments and reports for C&C to ensure compliance and equitable salary for all employees. WDM continues to collaborate with both the Classification and Compensation team as well as Recruitment and Selection team to develop and streamline processes for equitable salary placement analysis.

**Business Process Improvements:** Provide system improvements to enhance Recruitment and Selection business processes to be more agile and streamlined. This includes implementing a resume parsing tool, automating the conditional job offer through PeopleSoft, and creating recruitment email templates to improve applicant and hiring manager experience, and HR processes.

### Key Performance Measures

|              |   | FY 20-21 Actual   | FY 21-22 Actuals | FY 22-23 Target | FY 22-23 Actuals as of 03/31/23 | FY 23-24 Target |
|--------------|---|-------------------|------------------|-----------------|---------------------------------|-----------------|
| Result       | 95% of departments submitting Personnel Actions not needing material corrections.   | 94%               | 94% <sup>1</sup> | 95%             | 97% <sup>1</sup>                | 95%             |
| Result (NEW) | 80% of HR Managers, HR Staff, and PA Processors reporting by survey that business and system enhancements have improved their daily operations and achieve strategic results. | 97%               | 97% <sup>1</sup> | 80%             | 77% <sup>1</sup>                | 80%             |
| Output       | Number of data transactions provided  | 9236 <sup>2</sup> | 7,884            | 7,200           | 20,295 <sup>1</sup>             | 7,200           |
| Output (NEW) | Number of Employee Self Service password resets.  | 1,478             | 1,349            | 400             | 212 <sup>3</sup>                | 400             |
| Output (NEW) | Number of HR system enhancements.   | 13                | 19               | 10              | 6 <sup>3</sup>                  | 10              |
| Output (NEW) | Number of HR business process improvements.   | 4                 | 14               | 10              | 9 <sup>3</sup>                  | 10              |
| Output       | Number of Managers and staff trained (removed)  | Discontinue       | n/a              | n/a             | n/a                             | n/a             |

The WDM unit processes between 9000-11,000 transactions annually for our employee workforce. This process is highly manual and requires analysis of the transaction against the variety of work rule documents to ensure data quality.

The numbers of transactions fluctuate from year to year based on the implementation of collective bargaining agreements and other large-scale initiatives that influence employee data. Examples include creation of new infrastructure for MFR or the implementation or upgrade of systems impacted by PeopleSoft HCM.

Because the county has many sources for work rules between ordinances, policies, collective bargaining contracts, and other work rules, we find that departments struggle to apply our county work rules consistently. Our current data collection method of Personnel Action review shows that close to 95% of transactions submitted to Human Resources is correct, a 10% from 85% increase since this measure was put in place. One way we've addressed the 15% of transactions that are incorrect is to enhance the PA forms, provide job aids, and training for all the tools available to aid this process. We created a specific series of training courses for PA Processors and managers that we have delivered since fiscal year 16/17.

<sup>1</sup> Calendar year data 2022. This data is collected once a calendar year.

<sup>2</sup> Number pulls date the transaction is processed. Prior to this, it pulled the effective date of the transaction. Thus may not align with prior report.

<sup>3</sup> Measure is a quarterly reported measure, data reflects data totals up to Q3.

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation



**160102-Workforce Data Management**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | <b>16,812</b>                | <b>16,812</b>                     | -                 | <b>(16,812)</b>                | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | 20,000                       | 20,000                            | -                 | (20,000)                       | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 602,943            | 658,230                      | 658,230                           | 612,213           | (46,017)                       | -7%                              |
| All Other Revenue Resources                         | -                  | 10                 | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 217,499            | 221,512                      | 216,595                           | 214,764           | (6,748)                        | -3%                              |
| <b>Operating Revenue</b>                            | -                  | <b>820,452</b>     | <b>899,742</b>               | <b>894,825</b>                    | <b>826,977</b>    | <b>(72,765)</b>                | <b>-8%</b>                       |
| <b>Total Revenue</b>                                | -                  | <b>820,452</b>     | <b>916,554</b>               | <b>911,637</b>                    | <b>826,977</b>    | <b>(89,577)</b>                | <b>-10%</b>                      |
| Personnel Services                                  | -                  | 738,995            | 777,305                      | 752,888                           | 746,638           | (30,667)                       | -4%                              |
| Materials and Services                              | -                  | 139,269            | 139,249                      | 158,749                           | 80,339            | (58,910)                       | -42%                             |
| <b>Operating Expense</b>                            | -                  | <b>878,264</b>     | <b>916,554</b>               | <b>911,637</b>                    | <b>826,977</b>    | <b>(89,577)</b>                | <b>-10%</b>                      |
| <b>Total Expense</b>                                | -                  | <b>878,264</b>     | <b>916,554</b>               | <b>911,637</b>                    | <b>826,977</b>    | <b>(89,577)</b>                | <b>-10%</b>                      |
| <b>Revenues Less Expenses</b>                       | -                  | (57,812)           | -                            | -                                 | -                 |                                |                                  |

Notes:



# Employee and Labor Relations

## Employee and Labor Relations

### Purpose Statement

The purpose of the Employee and Labor Relations program is to provide corrective action consultation, administration of collective bargaining and labor contract services to the BCC, County Administration, and Departments so they can manage a productive workforce and maintain effective labor relations.

### Performance Narrative Statement

#### Major Initiatives:

Our goal is to reduce liability to the County regarding employment actions by resolving issues at the lowest levels and partnering with managers regarding employee and labor relations matters in an effort to enhance organizational effectiveness. These activities include the application of policies and contract interpretation and administration; strategizing how to address issues proactively; assisting with workplace conflict resolution; responding to employee performance issues and grievances; and providing guidance and training on collective bargaining agreements, policies, and other employee and labor relation subjects.

The County is presently in negotiations with the Employees' Association, all three (3) AFSCME unions (CCOM, DTD and WES) and the Federation of Parole and Probation Officers (FOPPO) as a result of the wage reopener language in their contracts related to July 1, 2023 cost of living increases. Successor contract negotiations with the Peace Officers Association (POA) will also begin in May 2023 for their contract ending on June 30, 2023. We will also continue to bargain with the various unions the necessary changes to policy and contract language related to the County's to the Equal Pay Audit. Additionally, we will continue bargaining with the various unions the impacts of the implementation of Oregon Paid Leave, which is scheduled to take effect in September 2023.

### Key Performance Measures

|              |   | FY 20-21 Actual   | FY 21-22 Actuals  | FY 22-23 Target | FY 22-23 Actuals as of 03/31/23 | FY 23-24 Target |
|--------------|---|-------------------|-------------------|-----------------|---------------------------------|-----------------|
| Result (NEW) | 90% of corrective actions involving written reprimands, suspensions, demotions and employee terminations will have been vetted with E&LR before imposition. | 100% <sup>1</sup> | 100% <sup>1</sup> | 90%             | 100%                            | 90%             |
| Result (NEW) | 90% of managers/supervisors/will have E&LR training biannually.   | 0% <sup>2</sup>   | 0% <sup>2</sup>   | 90%             | 73%                             | 90%             |
| Output       | Number of collective bargaining agreements and/or other labor agreements negotiated to resolution.  | 16                | 11                | 5 <sup>3</sup>  | 13                              | 5 <sup>3</sup>  |
| Output (NEW) | Number of managers and supervisors completing employee/labor relations training courses.  | 0 <sup>4</sup>    | 68 <sup>4</sup>   | 171             | 65                              | 171             |
| Output (NEW) | Number of corrective actions involving written reprimand and above vetted with E&LR before imposing.  | 9                 | 26                | 20              | 24                              | 20              |
| Result       | 80% of grievances resolved prior to arbitration   | Discontinue       | n/a               |                 | n/a                             |                 |
| Output       | Number of disciplinary actions involving economic loss  | Discontinue       | n/a               |                 | n/a                             |                 |
| Output       | Number of implemented performance improvement plans, work plans and/or other similar performance management related tools                                   | n/a               | n/a               |                 | n/a                             |                 |

#### Performance Measures Narrative:

<sup>1</sup> We have made solid progress in our new goal to engage in collaboration and consultation with County managers and supervisors during the progressive discipline process.

<sup>2</sup> The COVID pandemic-related remote work schedule within the County contributed to the results for the E&LR training related measures during this fiscal year.

<sup>3</sup> The pandemic was also a considerable factor in the large number of labor agreements negotiated during this fiscal year.

<sup>4</sup> In partnership with Learning and Development, E&LR has been successful in rolling training back out to County leaders in a virtual setting. E&LR has reworked curriculum for virtual delivery and has provided more training in both a virtual and in person setting as of 2022.

#### 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

Clackamas County has eight (8) separate collective bargaining agreements with six (6) separate unions. The County is obligated to negotiate collective bargaining agreements and other mandatory subjects of bargaining with the recognized unions in accordance with the Oregon Public Employee Collective Bargaining Act, ORS 243.650 - 243.806.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | 10,000                       | 10,000                            | 40,000            | 30,000                         | 300%                             |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 590,625            | 590,209                      | 590,209                           | 566,208           | (24,001)                       | -4%                              |
| General Fund Support                                | -                  | 226,333            | 221,512                      | 216,544                           | 214,764           | (6,748)                        | -3%                              |
| <b>Operating Revenue</b>                            | -                  | <b>816,958</b>     | <b>811,721</b>               | <b>806,753</b>                    | <b>780,972</b>    | <b>(30,749)</b>                | <b>-4%</b>                       |
| <b>Total Revenue</b>                                | -                  | <b>816,958</b>     | <b>821,721</b>               | <b>816,753</b>                    | <b>820,972</b>    | <b>(749)</b>                   | <b>0%</b>                        |
| Personnel Services                                  | -                  | 551,840            | 636,785                      | 633,785                           | 678,135           | 41,350                         | 6%                               |
| Materials and Services                              | -                  | 124,445            | 184,935                      | 142,968                           | 142,837           | (42,098)                       | -23%                             |
| <b>Operating Expense</b>                            | -                  | <b>676,285</b>     | <b>821,720</b>               | <b>776,753</b>                    | <b>820,972</b>    | <b>(748)</b>                   | <b>0%</b>                        |
| <b>Total Expense</b>                                | -                  | <b>676,285</b>     | <b>821,720</b>               | <b>776,753</b>                    | <b>820,972</b>    | <b>(748)</b>                   | <b>0%</b>                        |

Revenues Less Expenses - 140,673 - 40,000 -

Notes:



# Workforce Design Classification and Compensation

## Purpose Statement

The purpose of the Classification and Compensation program is to provide pay plan and job classification administration and organizational structure consultation services to County Departments so they can structure their organizations in a way that attracts, retains and equitably compensates employees to achieve their operational and strategic results.

## Performance Narrative Statement

### Major Initiatives:

The Classification & Compensation unit has two major initiatives in addition to the review and allocation of budgeted positions, strategic organizational design, and maintenance of the County's classification and compensation plans.

### Pay Equity

In response to the Oregon Equal Pay Act, Classification & Compensation has implemented substantial changes to ensure equitable compensation practices. Among these changes is the salary placement assessment process. Prior to any conditional employment offer being made, Classification & Compensation staff conduct a salary placement assessment, in coordination with Recruitment & Selection and the hiring manager, to determine an equitable pay rate. A salary placement assessment is required for all regular, limited-term, temporary, and seasonal status placements to ensure equity, consistency, and compliance with the Oregon Equal Pay Act.

Classification & Compensation is also in the process of revising pay practices and policies to eliminate the potential for pay equity issues moving forward. This process includes working with an outside chief negotiator to revise collective bargaining agreement language related to compensation practices.

### Structured Classification Reviews

Classification & Compensation continues to make progress on this initiative, which seeks to ensure that all county classifications are reviewed for alignment with business needs and market compatibility at least every five years. Ensuring our classification specifications are up to date, that we are paying competitive wages and that employees are classified appropriately go hand-in-hand with the County's Equal Pay Analysis.

## Key Performance Measures

|              |  | FY 20-21<br>Actual | FY 21-22<br>Actuals | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>3/31/2023 | FY 23-24<br>Target |
|--------------|--|--------------------|---------------------|--------------------|--|--------------------|
| Result       | By 2025, 100% of County classifications will have been reviewed for alignment with County business needs and market comparability within the past five years, and year over year thereafter. | 31%                | 20%                 | 35%                | 26%                                    | 35%                |
| Result (NEW) | By 2025, County Departments will have access to tools and data necessary to support hiring decisions. <sup>1</sup>   | 20%                | 50%                 | 75%                | 75%                                    | 75%                |
| Result (NEW) | By 2025, (full) implementation of Equal Pay Analysis recommendations under the direction of the Board of County Commissioners and the County Administrator.                                  | n/a                | 25%                 | 50%                | 65%                                    | 50%                |
| Output       | Number of position allocations, recommendations and determinations provided.   | 321                | 362                 | 250                | 241                                    | 250                |
| Output       | Number of market studies conducted (individual classifications and job families).  | 35                 | 80                  | 100                | 61                                     | 100                |
| Output (NEW) | Number of new or revised classification specifications.  | 41                 | 17                  | 24                 | 33                                     | 24                 |
| Output (NEW) | Number of Equal Pay Analysis recommendations. <sup>2</sup>   | 265                | 827                 | 700                | 645                                    | 700                |

### Performance Measures Narrative:

New Classification and Compensation measures established/revised effective July 1, 2020.

<sup>1</sup> Current terminology should replace "tools" with "information".

Current terminology should replace "Equal Pay Analysis Recommendations" with "Salary Placement Approvals".

<sup>2</sup>

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation



**160302-Classification & Compensation**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 60,000            | 60,000                         | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 661,394            | 857,801                      | 857,801                           | 735,652           | (122,149)                      | -14%                             |
| General Fund Support                                | -                  | 282,808            | 221,512                      | 220,145                           | 214,764           | (6,748)                        | -3%                              |
| <b>Operating Revenue</b>                            | -                  | <b>944,202</b>     | <b>1,079,313</b>             | <b>1,077,946</b>                  | <b>950,416</b>    | <b>(128,897)</b>               | <b>-12%</b>                      |
| <b>Total Revenue</b>                                | -                  | <b>944,202</b>     | <b>1,079,313</b>             | <b>1,077,946</b>                  | <b>1,010,416</b>  | <b>(68,897)</b>                | <b>-6%</b>                       |
| Personnel Services                                  | -                  | 746,558            | 915,877                      | 915,877                           | 899,078           | (16,799)                       | -2%                              |
| Materials and Services                              | -                  | 177,914            | 163,436                      | 102,069                           | 111,338           | (52,098)                       | -32%                             |
| <b>Operating Expense</b>                            | -                  | <b>924,472</b>     | <b>1,079,313</b>             | <b>1,017,946</b>                  | <b>1,010,416</b>  | <b>(68,897)</b>                | <b>-6%</b>                       |
| <b>Total Expense</b>                                | -                  | <b>924,472</b>     | <b>1,079,313</b>             | <b>1,017,946</b>                  | <b>1,010,416</b>  | <b>(68,897)</b>                | <b>-6%</b>                       |
| <b>Revenues Less Expenses</b>                       | -                  | 19,730             | -                            | 60,000                            | -                 |                                |                                  |

Notes:



# Workforce Design

## Recruitment and Selection

### Purpose Statement

The purpose of the Recruitment and Selection Program is to provide consultation, outreach, evaluation and selection services to County Departments so they can hire and retain the qualified, diverse workforce they need to achieve their strategic results.

### Performance Narrative Statement

**Major Initiatives:**

The Recruitment and Selection Division has two major initiatives in addition to providing support to departments to attract a qualified and diverse workforce.

**Recruitment Backlog**

In response to the recruitment backlog, the County has as a result of the pandemic, labor shortages, retirements, and workforce changes around the U.S., recruitment and selection has hired three (3) two (2) year Limited Terms. These limited terms are provided by the County Administrator and H3S leadership to assist with managing the recruitment backlog. With these additional resources, the recruitment team is focusing on reducing the recruitment backlog, which will help departments fill positions necessary to carry out their objectives. With the support of additional staff, the recruitment and selection team is making progress to reduce the recruitment backlog.

**Improvements**

Recruitment and Selection continues to look for ways to improve the recruitment process for applicants, hiring managers, and recruiters. A number of new improvements have been implemented such as reduction of the number of standard questions in applications, implementation of COVID OHA language in job postings, intranet page creation and buildout, implement standard diversity statement on all job postings, create and add telework language to job postings, implement JobElephant to assist with posting jobs on external job boards, and creating hiring manager documentation to assist with the recruitment process, ability to generate conditional job offers in PeopleSoft, and implementation of resume parsing tool into PeopleSoft.

**Partnership**

Recruitment and Selection continues to partner with the Office of Equity and Inclusion, departments, and other divisions within HR to support the County's recruitment needs. Recruitment and Selection will focus on developing a number of resources and learning opportunities focused around recruitment in partnership with others to help strengthen the recruitment process at Clackamas County. Recruitment and Selection continues to represent the County at career and events and looks forward to partnering with local community events to showcase all the wonderful opportunities the County has to offer.

### Key Performance Measures

|        |   | FY 20-21<br>Actual | FY 21-22<br>Actuals | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>03/31/23 | FY 23-24<br>Target |
|--------|---|--------------------|---------------------|--------------------|---------------------------------------|--------------------|
| Result | 70% of open positions are filled within 90 days from the date of requisition <sup>1</sup> | 49%                | 52%                 | 70%                | 43%                                   | 70%                |
| Output | Number of hires per year  | 267                | 461                 | 320                | 343                                   | 320                |
| Output | Number of job postings (recruitments) per year  | 201                | 361                 | 260                | 345                                   | 260                |
| Output | Number of recruitment outreach events per year <sup>2</sup>                               | 18                 | 12                  | 24                 | 22                                    | 24                 |

Performance Measures Narrative:

<sup>1</sup> We continue to work toward our goal of reducing the recruitment backlog and improving recruitment related business processes. We suspect that with the addition of three (3) limited term employees on the recruitment and selection team, we will be able to hire and close more recruitments than previously. It is also anticipated that with the hire of three limited term employees, we will be able to open and close more recruitments than before. While there is a sense of "returning to normal", recruitment continues to be impacted by the pandemic and labor changes throughout the area. As mentioned previously, the "70% of open positions are filled within 90 days from the date of requisition" is no longer a realistic measure as there are many factors outside of the county that can impact and has impacted this metric

<sup>2</sup> The Recruitment and Selection team continues to hire and work to open job postings to attract a qualified diverse workforce. While we are still seeing the aftermath of the pandemic, job fairs and events are starting to return to on-site. However, participation has changed for some events. The recruitment and selection team continues to look for meaningful opportunities to attend events to showcase and educate individuals about career opportunities at Clackamas County.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



**160303-Recruitment & Selection**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | 5,000                        | 5,000                             | -                 | (5,000)                        | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 706,076            | 917,449                      | 917,449                           | 1,068,733         | 151,284                        | 16%                              |
| All Other Revenue Resources                         | -                  | -                  | 327,916                      | 327,916                           | 327,878           | (38)                           | 0%                               |
| General Fund Support                                | -                  | 217,500            | 358,144                      | 304,597                           | 214,764           | (143,380)                      | -40%                             |
| <b>Operating Revenue</b>                            | -                  | <b>923,576</b>     | <b>1,603,509</b>             | <b>1,549,962</b>                  | <b>1,611,375</b>  | <b>7,866</b>                   | <b>0%</b>                        |
| <b>Total Revenue</b>                                | -                  | <b>923,576</b>     | <b>1,608,509</b>             | <b>1,554,962</b>                  | <b>1,611,375</b>  | <b>2,866</b>                   | <b>0%</b>                        |
| Personnel Services                                  | -                  | 841,932            | 1,416,692                    | 1,416,692                         | 1,513,036         | 96,344                         | 7%                               |
| Materials and Services                              | -                  | 110,345            | 191,816                      | 138,270                           | 98,339            | (93,477)                       | -49%                             |
| <b>Operating Expense</b>                            | -                  | <b>952,277</b>     | <b>1,608,508</b>             | <b>1,554,962</b>                  | <b>1,611,375</b>  | <b>2,867</b>                   | <b>0%</b>                        |
| <b>Total Expense</b>                                | -                  | <b>952,277</b>     | <b>1,608,508</b>             | <b>1,554,962</b>                  | <b>1,611,375</b>  | <b>2,867</b>                   | <b>0%</b>                        |
| <b>Revenues Less Expenses</b>                       | -                  | (28,701)           | -                            | -                                 | -                 |                                |                                  |

Notes:



# Workforce Design

## Workforce Development and Planning

### Purpose Statement

The purpose of the Workforce Planning and Development program is to provide workforce planning, support for supervisors, and learning and development services to the County and County Departments so they can anticipate and respond to the County's current and future workforce needs.

### Performance Narrative Statement

#### Major Initiatives:

The Workforce Planning and Development (WPD) program supports countywide learning and development, change initiatives, leadership development and provides custom workforce planning services. The team, comprised of 2.8 FTE, focuses internal resources on custom efforts and utilizes vendor support to deliver services where time and resources are limited and outside expertise is beneficial. Much of the WPD budget dollars go towards learning events and training content.

- Learning and Development: In 22/23, we expanded our countywide learning offerings, including more in person offerings and more virtual platforms. We added classroom registration to our Learning Management System (Positions), making it easier for County employees to register for classes and creating administration efficiencies. We intend to use this platform to maximize new employee and new supervisor onboarding in 23/24. Learning offerings have included such topics as conflict management, facilitation skills, mindful communications, organization skills, building trust and change management and mental health and wellness.
- Manager Communications and Development: Supervisors continue to be our biggest focus. We rolled out Leadership Academy cohort #8 in 22/23, our most diverse and engaged cohort in twelve years of running this program. Projects will be focused on influencing a culture at our organization that supports and cares about employees. We continue to support managers through monthly manager meetings, focused on enhancing communications and transparency on important topics. We created a structure for new supervisor development. It encompasses a Leadership Bootcamp through our Smart Pass 2.0 virtual platform, followed by six monthly HR-facilitated peer learning sessions. We also created a supervisor policy guide, including summaries of key policies for supervisors and narrated presentations which will be posted on our learning management system. And, lastly, we finalized core supervisory expectations and plan to roll these out countywide in 23/24.
- Employee Engagement: Per direction from the County Administrator, we delayed the rollout of the next engagement survey until Spring of 24. In the meantime, we hosted and facilitated two leadership summits which resulted in the creation of employee engagement change champions. This group will focus on helping to create and sustain an engaged workforce and support our next survey implementation.
- Performance Feedback: We have lost momentum the past few years in performance summary completions. Prior to putting this framework in place in 2018, less than 40% of employees received reviews. We saw an upward movement in FY 19/20 and since then, continue to see a downward trend. We attribute this trend to lack of accountability and challenges with the system and ease of the process. We have made some changes in 22/23. After gathering feedback through focus groups, we finalized one performance summary. In addition, we are partnering with TS to create an automated system in 23/24.
- Workforce Planning: Meeting departments where they are at with Workforce Planning will continue to be a focus in FY 23/24. In addition, as we look at turnover trends and employee engagement data, data analytics will help us prepare for the future. Succession planning is going to be critical in preparing for the future.
- Continue to partner with Equity and Inclusion Office in learning offerings and addressing organization challenges of retention and engagement.

### Key Performance Measures

|              |  | FY 20-21 Actual  | FY 21-22 Actual  | FY 22-23 Target | FY 22-23 Actuals as of 03/31/23 | FY 23-24 Target |
|--------------|--|------------------|------------------|-----------------|---------------------------------|-----------------|
| Result (NEW) | 50% of County departments will have workforce planning strategies looking ahead 2-5 years that are aligned with their strategic business plan in consultation with the Workforce Planning and Development program. | 25%              | 25%              | 50%             | 25%                             | 50%             |
| Result       | 90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time.  | 92% <sup>1</sup> | 91% <sup>1</sup> | 90%             | 94% <sup>1</sup>                | 90%             |
| Result       | 90% of employees will have a documented summary of performance at least annually.  | 61%              | 60%              | 90%             | 70%                             | 90%             |
| Output (NEW) | Number of Workforce planning consultations.  | 17               | 32               | 50              | 35                              | 50              |
| Output       | Number of County employees engaged in learning events.   | 571              | 9862             | 2000            | 1215                            | 2000            |
| Output (NEW) | Number of employees with a documented summary of performance each year.  | 1070             | 828              | 1800            | 1120                            | 1800            |
| Output       | Number of workforce plans developed  | n/a              | n/a              |                 | n/a                             |                 |
| Result       | By 2021 90% of County departments will have workforce planning elements integrated into their strategic business plan  | Discontinue      | n/a              |                 | n/a                             |                 |
| Output       | Number of employees engaging with the Leadership Academy   | Discontinue      | n/a              |                 | n/a                             |                 |
| Output       | Number of County employees registered for formal learning events   | Discontinue      | n/a              |                 | n/a                             |                 |

#### Performance Measures Narrative:

The 10% increase since FY 21/22 is due to our collaboration with the Sheriff's Office and the new system they put in place that aligns with our framework, Clarify, Converse, and Capture. The Sheriff's Office went from 33% to 90% timely documented performance summaries in one year. We are looking at a countywide system for FY 23/24 to help us get closer to our 90% target countywide.

We'll see volatility in number of employees registered for events depending on required annual trainings.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



**160304-Workforce Planning & Development**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | 27,966                       | 27,966                            | -                 | (27,966)                       | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 466,826            | 401,141                      | 401,141                           | 376,254           | (24,887)                       | -6%                              |
| General Fund Support                                | -                  | 174,096            | 221,512                      | 171,547                           | 214,764           | (6,748)                        | -3%                              |
| <b>Operating Revenue</b>                            | -                  | <b>640,922</b>     | <b>622,653</b>               | <b>572,688</b>                    | <b>591,018</b>    | <b>(31,635)</b>                | <b>-5%</b>                       |
| <b>Total Revenue</b>                                | -                  | <b>640,922</b>     | <b>650,619</b>               | <b>600,654</b>                    | <b>591,018</b>    | <b>(59,601)</b>                | <b>-9%</b>                       |
| Personnel Services                                  | -                  | 389,419            | 420,217                      | 420,217                           | 444,181           | 23,964                         | 6%                               |
| Materials and Services                              | -                  | 158,343            | 230,401                      | 180,437                           | 146,837           | (83,564)                       | -36%                             |
| <b>Operating Expense</b>                            | -                  | <b>547,762</b>     | <b>650,618</b>               | <b>600,654</b>                    | <b>591,018</b>    | <b>(59,600)</b>                | <b>-9%</b>                       |
| <b>Total Expense</b>                                | -                  | <b>547,762</b>     | <b>650,618</b>               | <b>600,654</b>                    | <b>591,018</b>    | <b>(59,600)</b>                | <b>-9%</b>                       |

Revenues Less Expenses - 93,160 - - -

Notes:



# Benefits and Wellness

## Benefits Administration

### Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

### Performance Narrative Statement

#### Major Initiatives:

In addition to continuing to offer a very competitive employee benefits package in support of our mission, the Benefits and Wellness division has laid the groundwork to transition to modern approaches to employee benefit processing, internal controls, and improved benefits technology solutions.

In 2022 we completed Phase 3 of our Benefits Service Delivery Transformation in order to prepare to implement our service delivery strategy. A primary objective of this phase was to identify and onboard a benefits administration third-party vendor in order to move the County from transactional benefits administration to strategically managed benefits delivery. The third-party vendor has been identified and this project will continue into FY 23-24 to help the county realize its strategy and achieve success in the following areas:

- Enhanced customer experience
- Implement plan sponsor best practices
- Introduce comprehensive compliance, audit, and controls
- Minimize manual processing and reconciliation
- Access to accurate and timely data with dashboard reporting
- Instill consistent vendor management practices
- Transform benefits team service delivery model

We also began evaluating and preparing for Oregon Paid Family Medical Leave (PFML), a recent state-mandated leave that applies to the county and its workforce. The new law provides a broad benefit to workers across the state, but also significantly increases complexity and risk to program administration.

The County considered three options to ensure compliance with this new law: adopt the state program, self-administer and fund an equivalent plan, or offer a fully insured equivalent plan and outsource its administration. Ultimately, the County determined to move forward with utilizing a fully insured equivalent plan and outsource its administration based on a number of factors, including the current state of its Leave Administration program, which lacks modern approaches to program administration in its processes and technology. These lead to diminished customer experience, errors in reporting and compliance, and unnecessary risk exposure for the County.

By leveraging our current employee disability benefits carrier and third-party administrator The Standard for all leave and disability administration, the County is able to ensure compliance with Oregon PFML requirements, as well as improve customer experience, provide effective coordination of benefits, gain access to accurate and timely data and reporting, and introduce comprehensive compliance, audits and controls for all leave and disability benefit administration. This will also allow for a transformation of the in-house leave administration team with renewed focus on supporting organization-wide productivity and employee engagement efforts.

### Key Performance Measures

|              |   | FY 20-21 Actual  | FY 21-22 Actuals | FY 22-23 Target | FY 22-23 Actuals as of 03/31/23 | FY 22-23 Target |
|--------------|---|------------------|------------------|-----------------|---------------------------------|-----------------|
| Result (NEW) | 80% of employees return to work within 90 days of initial non-occupational short-term disability.   | 90%              | n/a <sup>1</sup> | 90%             | 90% <sup>3</sup>                | 90%             |
| Result (NEW) | 90% of supervisor and manager survey responses indicate "agree" or "strongly agree" they have timely and accurate information about their employees' protected leaves and disability. | 61%              | 70%              | 90%             | N/A <sup>2</sup>                | 90%             |
| Result (NEW) | Annual alignment of wellness programs with workforce need.  | n/a <sup>1</sup> | n/a <sup>1</sup> | 20%             | n/a <sup>1</sup>                | 20%             |
| Output (NEW) | Number of medical leave requests.   | n/a <sup>1</sup> | 368              | 450             | 249                             | 450             |
| Output (NEW) | Number of Wellness Program class participants.  | n/a <sup>1</sup> | n/a <sup>1</sup> | 150             | n/a <sup>1</sup>                | 150             |
| Output (NEW) | Number of enrollment changes.   | n/a <sup>1</sup> | 7890             | 3690            | 2970                            | 3690            |
| Result       | 90% of Wellness class surveys indicate "agree" or "strongly agree" that the class contributes to well-being   | Discontinue      | n/a              |                 | n/a                             |                 |
| Result       | 90% of Expected/Open Leave Cases in PeopleSoft HR are accurate  | Discontinue      | n/a              |                 | n/a                             |                 |
| Result       | 80% of employees return to work within 180 days of initial non-occupational disability claim  | Discontinue      | n/a              |                 | n/a                             |                 |

#### Performance Measures Narrative:

<sup>1</sup> This data was not available due to staff changes.

<sup>2</sup> This data was not collected by the annual survey from County Administration in Dec 2022.

<sup>3</sup> Return to Work data isn't available until July so this data is an estimate.

By leveraging third-party administrators for benefits and leave administration, the Benefits & Wellness division will have access to relevant, accurate and timely program data and dashboards, which are not currently available. This will allow for development of expanded Performance Clackamas results and outputs to drive better program performance and accountability.

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation Mandated Services: Clackamas County is considered an applicable large employer under the Affordable Care Act. This means that the County is required to offer eligible employees medical coverage that meets affordability and minimum value standards.



**160401-Benefits Administration**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>2,883,320</b>   | <b>2,896,090</b>   | <b>2,036,817</b>             | <b>2,036,817</b>                  | <b>3,304,078</b>  | <b>1,267,261</b>               | <b>62%</b>                       |
| Federal, State, Local, All Other Gifts & Donations  | 10,592             | 6,210              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 2,046,033          | 1,746,745          | 1,655,078                    | 1,907,534                         | 1,912,764         | 257,686                        | 16%                              |
| All Other Revenue Resources                         | 207,306            | 50,369             | 153,200                      | 153,200                           | 150,101           | (3,099)                        | -2%                              |
| <b>Operating Revenue</b>                            | <b>2,263,930</b>   | <b>1,803,324</b>   | <b>1,808,278</b>             | <b>2,060,734</b>                  | <b>2,062,865</b>  | <b>254,587</b>                 | <b>14%</b>                       |
| <b>Total Revenue</b>                                | <b>5,147,250</b>   | <b>4,699,415</b>   | <b>3,845,095</b>             | <b>4,097,551</b>                  | <b>5,366,943</b>  | <b>1,521,848</b>               | <b>40%</b>                       |
| Personnel Services                                  | 1,529,903          | 1,285,538          | 2,085,159                    | 2,077,086                         | 2,331,367         | 246,208                        | 12%                              |
| Materials and Services                              | 721,257            | 858,316            | 1,286,082                    | 1,216,387                         | 2,710,751         | 1,424,669                      | 111%                             |
| <b>Operating Expense</b>                            | <b>2,251,160</b>   | <b>2,143,854</b>   | <b>3,371,241</b>             | <b>3,293,473</b>                  | <b>5,042,118</b>  | <b>1,670,877</b>               | <b>50%</b>                       |
| Contingency   | -                  | -                  | 473,854                      | -                                 | 324,825           | (149,029)                      | -31%                             |
| <b>Total Expense</b>                                | <b>2,251,160</b>   | <b>2,143,854</b>   | <b>3,845,095</b>             | <b>3,293,473</b>                  | <b>5,366,943</b>  | <b>1,521,848</b>               | <b>40%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>2,896,090</b>   | <b>2,555,561</b>   | <b>-</b>                     | <b>804,078</b>                    | <b>-</b>          |                                |                                  |

Notes:



**Benefits and Wellness**

**Medical Insurance**

**Purpose Statement**

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

**Performance Narrative Statement**

**SERVICES:**

- Health insurance, employee assistance, disability and retirement benefits plans
- Family medical leave requests, resources, updates and inquiry responses
- Disability accommodations assessments, consultations and recommendations
- Wellness events
- New employee benefit orientation sessions

**Key Performance Measures**

|              |                               | FY 20-21 Actual | FY 21-22 Actuals | FY 22-23 Target | FY 22-23 Actuals as of 03/31/23 | FY 23-24 Target |
|--------------|-------------------------------|-----------------|------------------|-----------------|---------------------------------|-----------------|
| Output (NEW) | Number of enrollment changes. | n/a             | 7890             | 3690            | 2970                            | 3690            |

**Performance Measures Narrative:**

None

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation      Mandated Services: Clackamas County is considered an applicable large employer under the Affordable Care Act. This means that the County is required to offer eligible employees medical coverage that meets affordability and minimum value standards.





# Benefits and Wellness

## Dental Insurance

### Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

### Performance Narrative Statement

**SERVICES:**

- Health insurance, employee assistance, disability and retirement benefits plans
- Family medical leave requests, resources, updates and inquiry responses
- Disability accommodations assessments, consultations and recommendations
- Wellness events
- New employee benefit orientation sessions

### Key Performance Measures

|  | FY 20-21 Actual | FY 21-22 Actuals | FY 22-23 Target | FY 22-23 Actuals as of 03/31/23 | FY 23-24 Target |
|--|-----------------|------------------|-----------------|---------------------------------|-----------------|
|  |                 |                  |                 |                                 |                 |

Performance Measures Narrative: N/A

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation



|                                 | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>   | 1,488,578          | 1,800,854          | 2,123,364                    | 2,123,364                         | 2,579,788         | 456,424                        | 21%                              |
| All Other Revenue Resources     | 2,422,627          | 2,311,624          | 2,214,223                    | 2,151,212                         | 2,151,212         | (63,011)                       | -3%                              |
| <b>Operating Revenue</b>        | <b>2,422,627</b>   | <b>2,311,624</b>   | <b>2,214,223</b>             | <b>2,151,212</b>                  | <b>2,151,212</b>  | <b>(63,011)</b>                | <b>-3%</b>                       |
| <b>Total Revenue</b>            | <b>3,911,205</b>   | <b>4,112,478</b>   | <b>4,337,587</b>             | <b>4,274,576</b>                  | <b>4,731,000</b>  | <b>393,413</b>                 | <b>9%</b>                        |
| Personnel Services              | -                  | (2,543)            | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services          | 2,110,351          | 2,142,095          | 2,094,868                    | 1,694,788                         | 1,894,788         | (200,080)                      | -10%                             |
| <b>Operating Expense</b>        | <b>2,110,351</b>   | <b>2,139,552</b>   | <b>2,094,868</b>             | <b>1,694,788</b>                  | <b>1,894,788</b>  | <b>(200,080)</b>               | <b>-10%</b>                      |
| Reserve for Future Expenditures | -                  | -                  | 245,300                      | -                                 | 248,000           | 2,700                          | 1%                               |
| Contingency                     | -                  | -                  | 1,997,419                    | -                                 | 2,588,212         | 590,793                        | 30%                              |
| <b>Total Expense</b>            | <b>2,110,351</b>   | <b>2,139,552</b>   | <b>4,337,587</b>             | <b>1,694,788</b>                  | <b>4,731,000</b>  | <b>393,413</b>                 | <b>9%</b>                        |
| <b>Revenues Less Expenses</b>   | 1,800,854          | 1,972,926          | -                            | 2,579,788                         | -                 |                                |                                  |

Notes:  
TBD



## Benefits and Wellness

### Disability Insurance

#### Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

#### Performance Narrative Statement

##### SERVICES:

- Health insurance, employee assistance, disability and retirement benefits plans
- Family medical leave requests, resources, updates and inquiry responses
- Disability accommodations assessments, consultations and recommendations
- Wellness events
- New employee benefit orientation sessions

#### Key Performance Measures

|              |   | FY 20-21<br>Actual | FY 21-22<br>Actuals | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>03/31/23 | FY 23-24<br>Target |
|--------------|---|--------------------|---------------------|--------------------|---------------------------------------|--------------------|
| Result (NEW) | 80% of employees return to work within 90 days of initial non-occupational short-term disability.   | 90%                | 95%                 | 90%                | 90% <sup>2</sup>                      |                    |
| Result (NEW) | 90% of supervisor and manager survey responses indicate "agree" or "strongly agree" they have timely and accurate information about their employees' protected leaves and disability. | 61%                | 70%                 | 90%                | N/A <sup>1</sup>                      | 90%                |
| Output (NEW) | Number of medical leave requests.   | n/a                | 368                 | 450                | 249                                   | 450                |

##### Performance Measures Narrative:

<sup>1</sup> This data was not collected by the annual survey from County Administration in Dec 2022.

<sup>2</sup> Return to Work data isn't available until July so this data is an estimate.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation





# Benefits and Wellness

## Employee Assistance Program/Wellness

### Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

### Performance Narrative Statement

**SERVICES:**

- Health insurance, employee assistance, disability and retirement benefits plans
- Family medical leave requests, resources, updates and inquiry responses
- Disability accommodations assessments, consultations and recommendations
- Wellness events
- New employee benefit orientation sessions

### Key Performance Measures

|              |  | FY 20-21<br>Actual | FY 21-22<br>Actuals | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>03/31/23 | FY 23-24<br>Target |
|--------------|--|--------------------|---------------------|--------------------|---------------------------------------|--------------------|
| Result (NEW) | Annual alignment of wellness programs with workforce need. | n/a <sup>1</sup>   | n/a <sup>1</sup>    | 20%                | n/a <sup>1</sup>                      | 20%                |
| Output (NEW) | Number of Wellness Program class participants.             | n/a <sup>1</sup>   | n/a <sup>1</sup>    | 150                | n/a <sup>1</sup>                      | 150                |

**Performance Measures Narrative:**

<sup>1</sup> This data was not available due to staff changes.

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation





# Benefits and Wellness

## Deferred Compensation

### Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

### Performance Narrative Statement

**SERVICES:**

- Health insurance, employee assistance, disability and retirement benefits plans
- Family medical leave requests, resources, updates and inquiry responses
- Disability accommodations assessments, consultations and recommendations
- Wellness events
- New employee benefit orientation sessions

### Key Performance Measures

|  | FY 20-21 Actual | FY 21-22 Actuals | FY 22-23 Target | FY 22-23 Actuals as of 03/31/23 | FY 23-24 Target |
|--|-----------------|------------------|-----------------|---------------------------------|-----------------|
|  |                 |                  |                 |                                 |                 |

Performance Measures Narrative: n/a

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation





# Risk & Safety Management

## Risk Administration

### Purpose Statement

The purpose of the Risk and Safety Management line of business is to provide comprehensive loss prevention and control, risk management, planning education and consultation services to County departments and employees, so they can create a workplace culture committed to practices that reduce risk, sustain a healthy and productive workforce, and preserve financial resources.

### Performance Narrative Statement

**Major Initiatives/Goals:**

**Continue optimization of the RMIS system for liability and workers compensation claims handling:**

Efficiency improvements continue to emerge, thereby reducing administrative burden and allowing more time toward analysis and management of County risks and claims. Additionally, other areas of HR continue to explore the use of the system for their own process optimization.

**Update County Risk allocation model for FY 24/25 year:**

Update existing allocation model, assuring that each department is paying their equitable share of risk management expenses.

**Goals:** Continue to look for best insurance or risk transfer options; Keep County Risk allocation increases to a minimum; Protect County employees and assets

### Key Performance Measures

|         |  | FY 20-21<br>Actual | FY 21-22<br>Actuals | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>03/31/23 | FY 23-24<br>Target |
|---------|--|--------------------|---------------------|--------------------|---------------------------------------|--------------------|
| Result  | Clackamas County will maintain a workers' compensation rating below the state's industry average. <sup>1</sup>                 | 71%                | 74%                 | 100%               | 77%                                   | 100%               |
| Results | Maintain Clackamas County's ratio of actual liability claims losses paid to the actuarial estimate at 1 or below. <sup>1</sup> | 0.60               | 0.60                | 1                  | 0.8                                   | 1                  |
| Result  | By 2025, all classification specifications will contain risk management responsibilities. <sup>1</sup>                         | 0%                 | 0%                  | 100%               | 100%                                  | 100%               |
| Result  | By 2025, departments will have access to real time risk management data (examples: injury trends, claim expenses).             | 100%               | 100%                | 100%               | 100%                                  | 100%               |
| Output  | Number of ergonomic assessments provided quarterly   | 21                 | 63                  | 100                | 40                                    | 100                |
| Output  | Number of liability claims.  | 83                 | 96                  | 120                | 86                                    | 120                |
| Output  | Number of workers' compensation claims processed quarterly   | 32                 | 120                 | 120                | 73                                    | 30                 |
| Output  | Number of driving checks <sup>1</sup>  | 379                | 497                 | 400                | 278                                   | 400                |
| Output  | Number of unemployment claims.   | 104                | 193                 | 120                | 68                                    | 150                |

**Performance Measures Narrative:**

<sup>1</sup> This data is per Fiscal Year and collected annually in June.

The "Results" measures are intended to measure success of the overall program to industry metrics. Comparing the actual liability claims amount paid to what is "expected", based on a review by our third party actuary, gives a good sense of our loss control, mitigation and management efforts around our liability claims.

In a similar vein, the workers' compensation rating results measure is another way to compare us to our industry peers. This is a number used by insurance companies to gauge both past cost of injuries and future chances of risk. One (1) is general industry standard. Anything below that indicates above average in comparison.

The "Outputs" are broken down into five categories;

-Ergonomics, liability claims, workers' compensation claims, driving checks and unemployment claims processed.

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | 383,111            | 56,134                       | 81,138                            | -                 | (56,134)                       | -100%                            |
| Federal, State, Local, All Other Gifts & Donations  | 18,792             | 9,112              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 1,825,032          | 1,228,659          | 1,669,427                    | 1,573,631                         | 1,719,025         | 49,598                         | 3%                               |
| All Other Revenue Resources                         | 188,474            | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>2,032,298</b>   | <b>1,237,771</b>   | <b>1,669,427</b>             | <b>1,573,631</b>                  | <b>1,719,025</b>  | <b>49,598</b>                  | <b>3%</b>                        |
| <b>Total Revenue</b>                                | <b>2,032,298</b>   | <b>1,620,882</b>   | <b>1,725,561</b>             | <b>1,654,769</b>                  | <b>1,719,025</b>  | <b>(6,536)</b>                 | <b>0%</b>                        |
| Personnel Services                                  | 1,402,639          | 1,306,602          | 1,410,925                    | 1,409,925                         | 1,496,142         | 85,217                         | 6%                               |
| Materials and Services                              | 246,936            | 233,142            | 250,349                      | 244,844                           | 222,883           | (27,466)                       | -11%                             |
| <b>Operating Expense</b>                            | <b>1,649,574</b>   | <b>1,539,744</b>   | <b>1,661,274</b>             | <b>1,654,769</b>                  | <b>1,719,025</b>  | <b>57,751</b>                  | <b>3%</b>                        |
| Contingency   | -                  | -                  | 64,287                       | -                                 | -                 | (64,287)                       | -100%                            |
| <b>Total Expense</b>                                | <b>1,649,574</b>   | <b>1,539,744</b>   | <b>1,725,561</b>             | <b>1,654,769</b>                  | <b>1,719,025</b>  | <b>(6,536)</b>                 | <b>0%</b>                        |
| <b>Revenues Less Expenses</b>                       | 382,724            | 81,138             | -                            | -                                 | -                 |                                |                                  |

Notes:

The administration program for Risk & Safety that contains the salaries, fringe, software and allocation costs of the Risk Fund. Costs here have risen mostly in-step with economic inflation. FTE count has remained the same for at least 5 years.



**Risk & Safety Management**

**Casualty/Liability**

**Purpose Statement**

The purpose of the Casualty/Liability program is to provide funding, management and consultation to County departments in an effort to reduce costs and resolve matters of property damage and liability against the County.

**Performance Narrative Statement**

**SERVICES:**

- Casualty/Liability self-insured and liability claims funding
- Casualty/Liability claims management
- Liability (excess), cyber, public officials, volunteer and property insurance policies
- Contract risk reviews; Driver program management

**Key Performance Measures**

|         |  | FY 20-21 Actual | FY 21-22 Actuals | FY 22-23 Target | FY 22-23 Actuals as of 03/31/23 | FY 22-23 Target |
|---------|--|-----------------|------------------|-----------------|---------------------------------|-----------------|
| Output  | Number of liability claims.  | 83              | 96               | 120             | 86                              | 120             |
| Results | Maintain Clackamas County's ratio of actual liability claims losses paid to the actuarial estimate at 1 or below. <sup>1</sup> | 0.60            | 0.60             | 1               | 0.8                             | 1               |

**Performance Measures Narrative:**

<sup>1</sup> This data is per Fiscal Year and collected annually in June.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>10,610,071</b>  | <b>10,053,303</b>  | <b>10,045,203</b>            | <b>9,772,288</b>                  | <b>9,001,994</b>  | <b>(1,043,209)</b>             | <b>-10%</b>                      |
| Charges, Fees, License, Permits, Fines, Assessments | 1,888,229          | 2,087,482          | 2,132,335                    | 1,611,411                         | 2,034,769         | (97,566)                       | -5%                              |
| All Other Revenue Resources                         | 138,286            | 36,740             | 100,000                      | 10,000                            | 50,000            | (50,000)                       | -50%                             |
| <b>Operating Revenue</b>                            | <b>2,026,515</b>   | <b>2,124,222</b>   | <b>2,232,335</b>             | <b>1,621,411</b>                  | <b>2,084,769</b>  | <b>(147,566)</b>               | <b>-7%</b>                       |
| <b>Total Revenue</b>                                | <b>12,636,585</b>  | <b>12,177,524</b>  | <b>12,277,538</b>            | <b>11,393,699</b>                 | <b>11,086,763</b> | <b>(1,190,775)</b>             | <b>-10%</b>                      |
| Materials and Services                              | 1,583,851          | 2,405,236          | 2,472,850                    | 2,391,705                         | 2,502,500         | 29,650                         | 1%                               |
| <b>Operating Expense</b>                            | <b>1,583,851</b>   | <b>2,405,236</b>   | <b>2,472,850</b>             | <b>2,391,705</b>                  | <b>2,502,500</b>  | <b>29,650</b>                  | <b>1%</b>                        |
| Transfers   | 1,000,000          | -                  | -                            | -                                 | -                 | -                              | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | 6,701,000                    | -                                 | 2,669,000         | (4,032,000)                    | -60%                             |
| Contingency   | -                  | -                  | 2,503,688                    | -                                 | 5,915,263         | 3,411,575                      | 136%                             |
| <b>Total Expense</b>                                | <b>2,583,851</b>   | <b>2,405,236</b>   | <b>11,677,538</b>            | <b>2,391,705</b>                  | <b>11,086,763</b> | <b>(590,775)</b>               | <b>-5%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>10,052,734</b>  | <b>9,772,288</b>   | <b>600,000</b>               | <b>9,001,994</b>                  | <b>-</b>          |                                |                                  |

Notes:

Liability claims costs have held mostly steady for many years. Several large claims were paid out this current fiscal year. In FY 19, Clackamas County spent \$853,578 on insurance premiums. In FY 23, Clackamas County spent \$1,315,541, an increase of 54%



**Risk & Safety Management**

**Workers' Compensation**

**Purpose Statement**

The purpose of the Workers' Compensation program is to provide funding, management and consultation to County departments in an effort to reduce costs and resolve matters involving employees, injured in the course and scope of employment at the County.

**Performance Narrative Statement**

**SERVICES:**

- Worker's Compensation self-insured claims funding
- Workers' Compensation claims management
- Excess Workers' Compensation policies
- State of Oregon self-insured Workers' Compensation compliance

**Key Performance Measures**

|        |  | FY 20-21 Actual | FY 21-22 Actuals | FY 22-23 Target | FY 22-23 Actuals as of 03/31/23 | FY 23-24 Target |
|--------|--|-----------------|------------------|-----------------|---------------------------------|-----------------|
| Result | Clackamas County will maintain a workers' compensation rating below the state's industry average. <sup>1</sup> | 71%             | 74%              | 100%            | 77%                             | 100%            |
| Output | Number of workers' compensation claims processed quarterly   | 32              | 120              | 120             | 73                              | 30              |

**Performance Measures Narrative:**

<sup>1</sup> This data is per Fiscal Year and collected annually in June

Program includes:

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

Explain all "Yes" boxes below

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

Explanation



**160503-Workers' Compensation**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>2,588,377</b>   | <b>2,207,713</b>   | <b>2,398,151</b>             | <b>2,115,836</b>                  | <b>2,005,455</b>  | <b>(392,696)</b>               | <b>-16%</b>                      |
| Charges, Fees, License, Permits, Fines, Assessments | 1,094,177          | 1,593,038          | 1,222,864                    | 1,719,584                         | 1,896,584         | 673,720                        | 55%                              |
| <b>Operating Revenue</b>                            | <b>1,094,177</b>   | <b>1,593,038</b>   | <b>1,222,864</b>             | <b>1,719,584</b>                  | <b>1,896,584</b>  | <b>673,720</b>                 | <b>55%</b>                       |
| <b>Total Revenue</b>                                | <b>3,682,554</b>   | <b>3,800,751</b>   | <b>3,621,015</b>             | <b>3,835,420</b>                  | <b>3,902,039</b>  | <b>281,024</b>                 | <b>8%</b>                        |
| Personnel Services                                  | -                  | 18,725             | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services                              | 1,473,886          | 1,666,190          | 1,890,500                    | 1,829,965                         | 1,861,000         | (29,500)                       | -2%                              |
| <b>Operating Expense</b>                            | <b>1,473,886</b>   | <b>1,684,915</b>   | <b>1,890,500</b>             | <b>1,829,965</b>                  | <b>1,861,000</b>  | <b>(29,500)</b>                | <b>-2%</b>                       |
| Reserve for Future Expenditures                     | -                  | -                  | 2,141,000                    | -                                 | 1,000,000         | (1,141,000)                    | -53%                             |
| Contingency   | -                  | -                  | 189,515                      | -                                 | 1,041,039         | 851,524                        | 449%                             |
| <b>Total Expense</b>                                | <b>1,473,886</b>   | <b>1,684,915</b>   | <b>4,221,015</b>             | <b>1,829,965</b>                  | <b>3,902,039</b>  | <b>(318,976)</b>               | <b>-8%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>2,208,669</b>   | <b>2,115,836</b>   | <b>(600,000)</b>             | <b>2,005,455</b>                  | <b>-</b>          |                                |                                  |

Notes:

The 6/30/22 WC actuarial report showed an actuarial increase of \$976,000 (46%) on a year-over-year basis. This is indicative of increasing claim severity, increasing costs of medical treatment, increasing litigation, increasing claims, among others.



**Risk & Safety Management**

**Unemployment**

**Purpose Statement**

The purpose of the Unemployment program is to assess unemployment claims, reimburse the State for paid amounts, and bill County departments for their share of unemployment costs.

**Performance Narrative Statement**

**SERVICES:**

- Unemployment claims processing
- Department level inter-fund billing of accrued unemployment costs

**Key Performance Measures**

|        |                                | FY 20-21<br>Actual | FY 21-22<br>Actuals | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>03/31/23 | FY 23-24<br>Target |
|--------|--------------------------------|--------------------|---------------------|--------------------|---------------------------------------|--------------------|
| Output | Number of Unemployment Claims. | 104                | 193                 | 120                | 68                                    | 150                |

**Performance Measures Narrative:**

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



160504-Unemployment

BCC Priority Alignment: Accountable Government

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>170,837</b>     | <b>169,150</b>     | <b>165,350</b>               | <b>165,741</b>                    | <b>161,941</b>    | <b>(3,409)</b>                 | <b>-2%</b>                       |
| Taxes   | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 222,404            | 227,269            | 300,000                      | 200,000                           | 350,000           | 50,000                         | 17%                              |
| Revenue from Bonds & Other Debts                    | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>222,404</b>     | <b>227,269</b>     | <b>300,000</b>               | <b>200,000</b>                    | <b>350,000</b>    | <b>50,000</b>                  | <b>17%</b>                       |
| <b>Total Revenue</b>                                | <b>393,241</b>     | <b>396,419</b>     | <b>465,350</b>               | <b>365,741</b>                    | <b>511,941</b>    | <b>46,591</b>                  | <b>10%</b>                       |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services                              | 224,091            | 230,678            | 303,800                      | 203,800                           | 353,800           | 50,000                         | 16%                              |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>224,091</b>     | <b>230,678</b>     | <b>303,800</b>               | <b>203,800</b>                    | <b>353,800</b>    | <b>50,000</b>                  | <b>16%</b>                       |
| Debt Service  | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Special Payments                                    | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Transfers   | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Contingency   | -                  | -                  | 161,550                      | -                                 | 158,141           | (3,409)                        | -2%                              |
| Unappropriated Ending Fund Balance                  | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>224,091</b>     | <b>230,678</b>     | <b>465,350</b>               | <b>203,800</b>                    | <b>511,941</b>    | <b>46,591</b>                  | <b>10%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>169,150</b>     | <b>165,741</b>     | <b>-</b>                     | <b>161,941</b>                    | <b>-</b>          |                                |                                  |

Notes:  
 Unemployment costs continue to be managed and paid as needed. Departments are charged for all costs associated to their areas.



## **Public & Government Affairs**

**Sue Hildick, Director**

The mission of the Department of Public and Government Affairs is to provide timely and reliable information, equitable public engagement, strategy, and advocacy services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials so they can thrive, build connection and trust with their government, and impact the future of their community.

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

Website: <http://www.clackamas.us/pgaf/>



## Public and Government Affairs (17)

### Department Budget Summary by Fund

| <i>Line of Business Name</i>          | <i>Program Name</i>                   | FY 23-24           | FY 23-24        | FY 23-24         | FY 23-24                         | FY 23-24    |
|---------------------------------------|---------------------------------------|--------------------|-----------------|------------------|----------------------------------|-------------|
|                                       |                                       | General Fund (100) | ARPA Fund (230) | Total Budget     | General Fund Support in Budget** | Total FTE   |
| Strategy, Policy & Brand Identity     | Strategy & Policy                     | 678,183            | -               | 678,183          | 59,437                           | 3.0         |
| Strategy, Policy & Brand Identity     | County Brand Identity                 | 70,000             | -               | 70,000           | -                                | -           |
| Communications, Engagement & Advocacy | Communications & Community Engagement | 3,739,874          | -               | 3,739,874        | 426,373                          | 18.6        |
| Communications, Engagement & Advocacy | Government & External Relations       | 250,470            | -               | 250,470          | 118,741                          | 0.4         |
| Misc/Pass-Through                     | Public, Education & Government (PEG)  | 632,938            | -               | 632,938          | -                                | -           |
| <b>TOTAL</b>                          |                                       | <b>5,371,465</b>   | <b>-</b>        | <b>5,371,465</b> | <b>604,551</b>                   | <b>22.0</b> |
| <i>FY 22-23 Budget</i>                |                                       | 6,208,962          | -               | 6,208,962        | 934,030                          | 24.5        |
| <i>\$ Increase (Decrease)</i>         |                                       | -837,497           | -               | -837,497         | -329,479                         | (2.5)       |
| <i>% Increase (Decrease)</i>          |                                       | -13.5%             | -               | -13.5%           | -35.3%                           | -10.2%      |

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**



# Strategy, Policy and County Brand Identity

## Strategy and Policy

### Purpose Statement

The purpose of the Strategy and Policy Program is to provide strategic planning, policy analysis, and support services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials and Public and Government Affairs staff so they can have equitable access, make informed decisions and achieve results.

### Performance Narrative Statement

The Strategy and Policy Program has a budget of \$678,183, which is a 39% decrease from the previous fiscal year. This is primarily due to staffing reductions/reallocations in the program, a decrease in franchise fees and a General Fund reduction. The franchise fees help support PGA's operation expenses. The PEG fees that are dedicated funds that can only be used for cable TV access channels and access centers were moved out of this budget to a pass-thru program.

### Key Performance Measures

|  |   | FY 20-21<br>Actuals | FY 21-22<br>Actuals | FY 21-22<br>Target | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/2022 | FY 23-24<br>Target |
|--|---|---------------------|---------------------|--------------------|--------------------|---|--------------------|
|  Result | % of employees receive annual performance evaluations   | 100%                | 100%                | 100%               | 100%               | 100%                                    | *                  |
|  Result | % PGA employees receive Equity, Diversity and Inclusion training annually   | New Measure         | New Measure         | 95%                | New Measure        | 100%                                    | *                  |
|  Result | 50% of external respondents will agree or strongly agree that county communications channels provide trustworthy public information | New Measure         | New Measure         | 10%                | New Measure        | 84%                                     | 87%                |

Program includes:

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

Explain all "Yes" boxes below

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

Explanation

The county is required to provide public access to public meetings conducted by the Board of County Commissioners. The PEG dollars derived from the franchise fees fund ClackCo TV, which is our government access channel.

#### Performance Narratives

\*PGA has developed all new measures for this program for Performance Clackamas 2.0. These measures will be tracked in FY23-24 if approved.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>113,544</b>     | <b>106,970</b>     | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 334,352            | 238,928            | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 61,505             | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | 412,606            | 1,714,021          | 601,811                      | 736,500                           | 618,746           | 16,935                         | 3%                               |
| General Fund Support                                | -                  | 61,539             | 109,437                      | 55,529                            | 59,437            | (50,000)                       | -46%                             |
| <b>Operating Revenue</b>                            | <b>746,958</b>     | <b>2,075,993</b>   | <b>711,248</b>               | <b>792,029</b>                    | <b>678,183</b>    | <b>(33,065)</b>                | <b>-5%</b>                       |
| <b>Total Revenue</b>                                | <b>860,502</b>     | <b>2,182,963</b>   | <b>711,248</b>               | <b>792,029</b>                    | <b>678,183</b>    | <b>(33,065)</b>                | <b>-5%</b>                       |
| Personnel Services                                  | 867,740            | 746,943            | 682,340                      | 607,287                           | 634,224           | (48,116)                       | -7%                              |
| Materials and Services                              | 102,772            | 143,060            | 150,281                      | 184,742                           | 43,959            | (106,322)                      | -71%                             |
| Capital Outlay                                      | 37,749             | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>1,008,262</b>   | <b>890,003</b>     | <b>832,621</b>               | <b>792,029</b>                    | <b>678,183</b>    | <b>(154,438)</b>               | <b>-19%</b>                      |
| Special Payments                                    | 258,516            | 270,740            | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>1,266,778</b>   | <b>1,160,742</b>   | <b>832,621</b>               | <b>792,029</b>                    | <b>678,183</b>    | <b>(154,438)</b>               | <b>-19%</b>                      |

**Revenues Less Expenses** (406,276) 1,022,220 (121,373) - -

Notes:



## Strategy, Policy and Brand Identity

### County Brand Identity Program

#### Purpose Statement

The purpose of the County Brand Identity Program is to provide unified strategic messaging and consistent visual identity services to the people of Clackamas County, their Board of County Commissioners, and countywide elected officials so they can realize the value of their investment and engagement with the County and its vision for the future.

#### Performance Narrative Statement

|  |   | FY 20-21 Actuals | FY 21-22 Actuals | FY 22-23 Target | FY 22-23 Actuals (as of 12/31/22) | FY 22-23 Target |
|--|---|------------------|------------------|-----------------|-----------------------------------|-----------------|
|  Result | By 2023, a random survey of Oregonians is conducted to get a baseline perception of the County. | New Measure      | New Measure      | 100%            | NA                                | 100%            |

Program includes:

Mandated Services  No

Shared Services  Yes

Grant Funding  No

Explain all "Yes" boxes below

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

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

Explanation

#### **Performance Narratives**

PGA adopted the above performance measure in July 2020 and has been working toward a refreshed brand identity for the county. The brand refresh is pending approval from County Administration. If approval is granted, the next phase will launch in FY23/24. PGA will adjust the target date for the above-mentioned measure pending approval to move forward with the branding initiative and budget realities.



|                        | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| Beginning Fund Balance | -                  | -                  | 70,000                       | 70,000                            | 70,000            | -                              | 0%                               |
| Operating Revenue      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>   | -                  | -                  | <b>70,000</b>                | <b>70,000</b>                     | <b>70,000</b>     | -                              | <b>0%</b>                        |
| Materials and Services | -                  | -                  | 70,000                       | -                                 | 70,000            | -                              | 0%                               |
| Operating Expense      | -                  | -                  | 70,000                       | -                                 | 70,000            | -                              | 0%                               |
| <b>Total Expense</b>   | -                  | -                  | <b>70,000</b>                | -                                 | <b>70,000</b>     | -                              | <b>0%</b>                        |
| Revenues Less Expenses | -                  | -                  | -                            | 70,000                            | -                 |                                |                                  |

Notes:



**Communications & Engagement Advocacy**

**Communications & Community Engagement**

The purpose of the Communication and Community Engagement Program is to provide multimedia outreach, information, consultation, and coordination services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials so they can equitably access services, influence public policy, build connection and trust with their government, and impact the future of their community.

The Communications & Community Engagement Program has a budget of \$3,739,874 in FY23-24. This is a 8.3% decrease due to the \$350,000 cut to PGA's General Fund subsidy and a projected 10% reduction of Franchise Fee revenue. PGA eliminated 1.0 filled FTE in this program that was paid for by H3S General Fund dollars. Materials and Services has been cut by 50% in this program to alleviate the impact of the revenue reductions.

|        |  | FY 20-21 Actual Actual | FY 21-22 Actual Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--------|--|------------------------|------------------------|-----------------|---------------------------------|-----------------|
| Result | % of communication plans include public engagement input consistent with community engagement standards.                                 | New Measure            | New Measure            | 100%            | 100%                            | 100%            |
| Result | **By 2022, PGA has provided training to 50% of all county departments in community engagement standards based on established guidelines. | New Measure            | New Measure            | 50%             | *                               | *NA             |

\*As part of this measure, PGA developed a video now in use by HR during new employee orientation. PGA does not have data on the number of employees who have seen this video at this time.

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  No

Explain all "Yes" boxes below

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

Explanation

**Performance Narratives**

\*PGA submitted four new performance measures for Performance Clackamas 2.0. These measures are currently pending approval. Once approved, measurement tracking will start in FY23-24.

\*\*PGA developed a countywide community engagement framework that will inform and guide PGA's efforts in assisting county departments in delivering relevant and responsive engagement opportunities to the communities we serve. A core component of the framework is to ensure county staff are aware of the importance of community engagement and best practices to follow. Our first step is to provide training to new staff during orientation to ensure they understand the value and importance of community involvement and how to work with PGA to support their efforts. The training began with a short video that has been launched in the HR department and will be followed by training modules for staff who are leading community engagement efforts on behalf of the county.



170202-Communications & Community Engagement

BCC Priority Alignment: Accountable Government

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 240,702            | 60,114             | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 1,372,586          | 1,300,822          | 1,299,290                    | 1,299,290                         | 1,299,289         | (1)                            | 0%                               |
| All Other Revenue Resources                         | 1,937,040          | 1,104,925          | 2,066,495                    | 1,907,833                         | 2,014,212         | (52,283)                       | -3%                              |
| General Fund Support                                | -                  | 562,133            | 713,602                      | 713,602                           | 426,373           | (287,229)                      | -40%                             |
| <b>Operating Revenue</b>                            | <b>3,550,327</b>   | <b>3,027,994</b>   | <b>4,079,387</b>             | <b>3,920,725</b>                  | <b>3,739,874</b>  | <b>(339,513)</b>               | <b>-8%</b>                       |
| <b>Total Revenue</b>                                | <b>3,550,327</b>   | <b>3,027,994</b>   | <b>4,079,387</b>             | <b>3,920,725</b>                  | <b>3,739,874</b>  | <b>(339,513)</b>               | <b>-8%</b>                       |
| Personnel Services                                  | 2,463,112          | 2,485,132          | 2,904,537                    | 2,897,817                         | 3,399,899         | 495,362                        | 17%                              |
| Materials and Services                              | 760,215            | 844,864            | 1,042,477                    | 1,014,908                         | 328,975           | (713,502)                      | -68%                             |
| <b>Operating Expense</b>                            | <b>3,223,327</b>   | <b>3,329,995</b>   | <b>3,947,014</b>             | <b>3,912,725</b>                  | <b>3,728,874</b>  | <b>(218,140)</b>               | <b>-6%</b>                       |
| Special Payments                                    | 4,404              | 2,512              | 11,000                       | 8,000                             | 11,000            | -                              | 0%                               |
| <b>Total Expense</b>                                | <b>3,227,731</b>   | <b>3,332,507</b>   | <b>3,958,014</b>             | <b>3,920,725</b>                  | <b>3,739,874</b>  | <b>(218,140)</b>               | <b>-6%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>322,596</b>     | <b>(304,513)</b>   | <b>121,373</b>               | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



## Communications & Engagement Advocacy Government and External Relations

### Purpose Statement

The purpose of the Government and External Relations Program is to provide public policy analysis, development, coordination, and advocacy services to the Board of Commissioners, and other countywide elected officials, in collaboration with Performance Partners, so they can achieve their policy priorities and the people of Clackamas County can thrive.

### Performance Narrative Statement

The Government and External Relations has a budget of \$250,470 in FY23/24. This is a 74% decrease from last fiscal year. This decrease is due to department restructuring and the loss of 1.0 filled FTE. This program now only consists of all contracts pertaining to government affairs and 20% of the 2.0 FTE dedicated to lobbying that is done for the county.

|   |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals | FY 23-24<br>Target |
|---|---|--------------------|--------------------|--------------------|---------------------|--------------------|
|  | Result # of bills tracked during the long legislative session (160-day sessions in odd-numbered years). | New Measure        | **                 | 1500               | 1844                | **                 |

\*\*Short session occurs during this fiscal year.

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

PGA provides legislative strategy, support, and advocacy both at the state and federal levels to pursue the county's legislative priorities and funding to support these priorities.

#### Performance Narratives

PGA has developed all new measures for this program for Performance Clackamas 2.0. These measures will be tracked in FY23-24 if approved.



1702-Communications, Engagement & Advocacy

170203-Government & External Relations

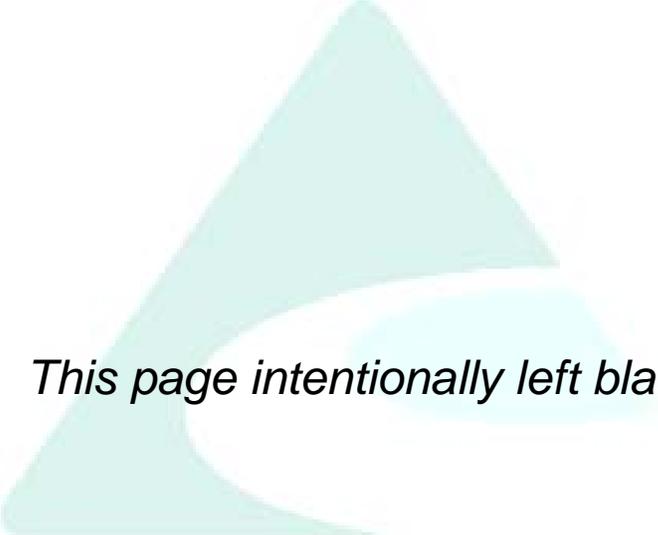
BCC Priority Alignment: Accountable Government

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | 65,658             | 61,678             | 57,698                       | 57,698                            | -                 | (57,698)                       | -100%                            |
| Federal, State, Local, All Other Gifts & Donations | 27,048             | -                  | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                        | 287,787            | 6,479              | 785,770                      | 675,638                           | 131,729           | (654,041)                      | -83%                             |
| General Fund Support                               | -                  | 92,012             | 110,991                      | 110,991                           | 118,741           | 7,750                          | 7%                               |
| <b>Operating Revenue</b>                           | <b>314,836</b>     | <b>98,491</b>      | <b>896,761</b>               | <b>786,629</b>                    | <b>250,470</b>    | <b>(646,291)</b>               | <b>-72%</b>                      |
| <b>Total Revenue</b>                               | <b>380,493</b>     | <b>160,169</b>     | <b>954,459</b>               | <b>844,327</b>                    | <b>250,470</b>    | <b>(703,989)</b>               | <b>-74%</b>                      |
| Personnel Services                                 | 364,099            | 379,612            | 663,225                      | 600,745                           | 86,493            | (576,732)                      | -87%                             |
| Materials and Services                             | 72,194             | 153,346            | 233,536                      | 185,884                           | 163,977           | (69,559)                       | -30%                             |
| <b>Operating Expense</b>                           | <b>436,293</b>     | <b>532,957</b>     | <b>896,761</b>               | <b>786,629</b>                    | <b>250,470</b>    | <b>(646,291)</b>               | <b>-72%</b>                      |
| Special Payments                                   | -                  | -                  | 57,698                       | 57,698                            | -                 | (57,698)                       | -100%                            |
| <b>Total Expense</b>                               | <b>436,293</b>     | <b>532,957</b>     | <b>954,459</b>               | <b>844,327</b>                    | <b>250,470</b>    | <b>(703,989)</b>               | <b>-74%</b>                      |
| <b>Revenues Less Expenses</b>                      | (55,799)           | (372,788)          | -                            | -                                 | -                 |                                |                                  |

Notes:

PGA is projecting a 10% decrease in Franchise Fee revenue for FY23-24 in addition to the 25% GF cut. To alleviate this deficit, PGA has reduced expenses accordingly.



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**CLACKAMAS**  
C O U N T Y



**800217-Public, Education, & Government (PEG)**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Requested<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|--------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | 115,000                      | 115,000                           | 393,868                        | 278,868                        | 242%                             |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | 217,363                      | 217,363                           | 177,565                        | (39,798)                       | -18%                             |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | 61,505                       | 61,505                            | 61,505                         | -                              | 0%                               |
| <b>Operating Revenue</b>                            | -                  | -                  | 278,868                      | 278,868                           | 239,070                        | (39,798)                       | -14%                             |
| <b>Total Revenue</b>                                | -                  | -                  | 393,868                      | 393,868                           | 632,938                        | 239,070                        | 61%                              |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | -                              | -                              | -                                |
| Special Payments                                    | -                  | -                  | 393,868                      | -                                 | 632,938                        | 239,070                        | 61%                              |
| <b>Total Expense</b>                                | -                  | -                  | 393,868                      | -                                 | 632,938                        | 239,070                        | 61%                              |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | 393,868                           | -                              |                                |                                  |

Notes:  
 100% of all leftover revenue at the end of FY22-23 must be rolled over in accordance to our legal franchise documents. Budget authority has been created to allow for all rollover revenue to be recognized.



## **Technology Services**

**Linu Parappilly, Director**

The mission of the Technology Services Department is to provide high-quality, innovative and cost-effective technology to the public, County staff, and County Commissioners so they can provide and receive County services.

121 Library Court  
Oregon City, Oregon 97045  
503-655-8322

Website: <http://www.clackamas.us/ts>



## Technology Services (18)

### Department Budget Summary by Fund

| <i>Line of Business Name</i>     | <i>Program Name</i>                   | FY 23-24<br>* ARPA Fund<br>(230) | FY 23-24<br>Clackamas<br>Broadband<br>Utility<br>Fund (602) | FY 23-24<br>Technology<br>Services<br>Fund (747) | FY 23-24<br>Total Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |
|----------------------------------|---------------------------------------|----------------------------------|---|--|--------------------------|--|-----------------------|
| Administration                   | Executive Leadership & Administration |                                  |   | 1,274,495  | 1,274,495                | -  | 5.0                   |
| Applications                     | Business Systems                      |                                  |   | 2,138,762  | 2,138,762                | -  | 5.0                   |
| Applications                     | County Wide Applications              |                                  |   | 1,921,526  | 1,921,526                | -  | 8.0                   |
| Applications                     | Departmental Applications             |                                  |   | 615,971  | 615,971                  | -  | 3.0                   |
| Applications                     | Geographic Information (GIS)          | -                                |   | 1,115,933  | 1,115,933                | -  | 5.0                   |
| Communication Services           | Telecommunication Services            | -                                |   | 4,315,357  | 4,315,357                | -  | 7.0                   |
| Communication Services           | Clackamas Broadband eXchange          | 7,065,823                        | 2,771,091   |  | 9,836,914                | -  | 6.0                   |
| Technical Services               | Network Services                      |                                  |   | 1,351,228  | 1,351,228                | -  | 3.0                   |
| Technical Services               | Technical Services                    | -                                |   | 7,573,525  | 7,573,525                | -  | 15.0                  |
|                                  |                                       | 7,065,823                        | 2,771,091   | 20,306,797                                       | 30,143,711               | -  | 57.0                  |
| <b>FY 22-23 Budget (Amended)</b> |                                       | 9,705,823                        | 3,051,221   | 23,870,725                                       | 36,627,769               | -  | 57.0                  |
| <b>\$ Increase (Decrease)</b>    |                                       | (2,640,000)                      | (280,130)   | (3,563,928)                                      | (6,484,058)              | -  | 0.0                   |
| <b>% Increase (Decrease)</b>     |                                       | -27.2%                           | -9.2%   | -14.9%   | -17.7%                   | -  | 0.0%                  |

\*\*General Fund Support is the subsidy, net of any other revenue received by the department.



**Purpose Statement**

The purpose of the Technology Services Office (TS) of the Director Program is to provide administrative, leadership, finance, budget, policy and planning services to Technology Services staff so they can make well informed and cost effective strategic decisions.

The Office of the Director Program proposes a budget of \$1,274,495 a decrease of \$667,579 from current amended funding levels (mainly due to a supplemental adjustment in FY22-23 for some carry-over projects and a change in the Allocation model for FY23-24). These resources will provide a continuation of management oversight and direction in the utilization of technology and technical resources for the County. This results in providing efficient and reliable technical solutions and support to meet the business needs of the County.

**Performance Narrative**

The Executive Leadership & Administration Program proposed a budget of \$1,274,495.

These resources will provide a continuation of management oversight and direction in the utilization of technology and technical resources for the County. This results in providing efficient and reliable technical solutions and support to meet the business needs of the County.

Some FY23-24 planned priority projects include:

- Continue implementing Technology Services Performance Clackamas Plan (New 2023 PC2 Version) including key objectives
- Completion and initial implementation of Technology Services Strategic Plans for Security, Disaster Recovery & Office365 Cloud
- Continue to expand utilization of TS Business Analyst and Development of a Technology Services Project Management Competency
- Complete development and rollout of TS Policy Manual, including best practices and data governance
- Expand the role of TS in Departmental Business design and decision in projects, budgets and technology plans
- Continue to coordinate technical requirements for key County projects such as the new Courthouse, DTD Building, County Libraries, New DTD Roads Building, new Behavioral Health Building, and related moves.
- Continue to move Technology services into hybrid services models with combination on premise and hosted services including Microsoft 365, Applications, SharePoint, Hybrid Data Storage and COOP services. Corresponding change in Virtual Server Model.
- Implement new and advanced security measures, monitoring, training, policy, data governance and enforcement
- Adapt the TS Funding and billing model as required to new Allocation model and Capital Replacement Process

**Key Performance Measures**

|   |  | FY 21-22 Actual  | FY 22-23 Target | FY 22-23 Actuals as of 03/01/23 | FY 23-24 Target |
|---|--|------------------|-----------------|---------------------------------|-----------------|
|  <b>Result</b> | Technology Services will develop, and maintain, a County Technology Strategic Plan(s) that covers Technology Services and Initiatives. | 5% <sup>*1</sup> | 50%             | ~ 20%                           | 50%             |
| <b>Result</b>   | % of staff with documented professional and technical training plan  | ~60%             | 100%            | ~ 100%                          | 100%            |
| <b>Efficiency</b>   | Total estimated annual donated actual value for Technology for Teaching  | \$49,530         | \$30,000        | \$9,740 <sup>*2</sup>           | N/A             |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  No

Explanation

\*1 Progress has been slow with reduced resources. Now with new resources and retuned direction, the momentum is progressing on both Strategic and Departmental Technology Plans.

\*2 Due to technology changes and available inventory, drastic reduction in requests. The T2 NPO was terminated in Q2. Other options are under review for repurposing / recycling of e-waste. New metric will be used next Fiscal Year.



**180101-Executive Leadership & Administration**  
 BCC Priority Alignment: **Accountable Government**  
**Budget Summary**

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>398,064</b>     | <b>31,040</b>      | <b>534,000</b>               | <b>533,595</b>                    | <b>120,000</b>    | <b>(414,000)</b>               | <b>-78%</b>                      |
| Charges, Fees, License, Permits, Fines, Assessments | 1,490,668          | 1,400,177          | 1,408,309                    | 1,408,309                         | 1,154,495         | (253,814)                      | -18%                             |
| All Other Revenue Resources                         | 51,146             | -                  | -                            | 170                               | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>1,541,814</b>   | <b>1,400,177</b>   | <b>1,408,309</b>             | <b>1,408,479</b>                  | <b>1,154,495</b>  | <b>(253,814)</b>               | <b>-18%</b>                      |
| <b>Total Revenue</b>                                | <b>1,939,877</b>   | <b>1,431,217</b>   | <b>1,942,309</b>             | <b>1,942,074</b>                  | <b>1,274,495</b>  | <b>(667,814)</b>               | <b>-34%</b>                      |
| Personnel Services                                  | 1,045,915          | 647,797            | 1,051,238                    | 1,037,140                         | 1,088,693         | 37,455                         | 4%                               |
| Materials and Services                              | 503,516            | 428,865            | 891,071                      | 784,934                           | 185,802           | (705,269)                      | -79%                             |
| <b>Operating Expense</b>                            | <b>1,549,432</b>   | <b>1,076,662</b>   | <b>1,942,309</b>             | <b>1,822,074</b>                  | <b>1,274,495</b>  | <b>(667,814)</b>               | <b>-34%</b>                      |
| Transfers   | 230,000            | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>1,779,432</b>   | <b>1,076,662</b>   | <b>1,942,309</b>             | <b>1,822,074</b>                  | <b>1,274,495</b>  | <b>(667,814)</b>               | <b>-34%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>160,446</b>     | <b>354,555</b>     | <b>-</b>                     | <b>120,000</b>                    | <b>-</b>          |                                |                                  |

Notes:  
 Moved to new County Allocation Model for internal distribution



# Applications

## Business Systems

### Purpose Statement

The purpose of the Business Systems Program is to provide development, maintenance, integration, and support services for County Enterprise Resource Planning (ERP) applications, including Human Resources management, Finance, Payroll, and Budget systems, to the Board of County Commissioners, County leadership and County staff so they can plan and manage their financial and human resources assets. The major mission-critical supported applications include PeopleSoft Finance, PeopleSoft Human Capital Management, Workforce Software, and OpenGov.

### Performance Narrative

The Business Services Program proposed a budget of \$2,138,762. These resources will continue to provide analysis, upgrades and reliable support of the County business systems to efficiently meet the business and operational requirements of the County departments.

#### Major Initiatives:

- Implemented resume parsing tool for job applicants. The resume parsing will place the applicable information into the candidate application reducing the amount of data entry required.
- Implemented Payroll to GL streamlined process from Time and Attendance system (Workforce Software) through Payroll and the General Ledger. The implementation reduces the amount of journal entries required by users to 'fix' data.
- Implemented the usage of the Remote Worker allowing employees to submit a request to work remotely. The process flowed from the employee to the manager for approval.
- Implemented OpenGov Budget Upload tool to create an ability for the Budget Department to process the annual and supplemental budget updates quicker without having to get other users and Technology Services involved.
- Planned implementation of new cloud based Workforce for timekeeping, Accounts Receivable for Peoplesoft, Contracts, Equal Pay Act, and several reporting / workflow enhancements.
- Begin implementation on enhanced Benefits Management System.
- Expand the Peoplesoft Support team by hiring a additional senior developer and contractor support.

### Key Performance Measures

|   |   | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>03/01/23 | FY 23-24<br>Target |
|---|---|--------------------|--------------------|---------------------------------------|--------------------|
|  | <b>Result</b> % of County respondents who rate business systems' services as good or excellent                              | 95.00%             | 100%               | N/A<br>*1                             | N/A                |
|   | <b>Result</b> % of days where core systems are operational (during normal business hours / excluding scheduled maintenance) | ~99.7%             | 99+%               | ~ 99.8%                               | 99+%               |
|   | <b>Efficiency</b> \$ Estimated program Proposed expenditure per power user per system w/o maintenance costs. *2             |                    |                    |                                       |                    |
|   | - Finance System @ 699 users  | 1379.00            | 2,000.00           | 1,646.24                              | 2,000.00           |
|   | - HR System @ 162 users *3  | 5846.00            | 7,000.00           | 7,103.20                              | 7,000.00           |
|   | - HR ESS Self Service @ 2884 users  | 363.00             | 450.00             | 399.00                                | 450.00             |

#### Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

#### Explanation

- \*1 Due to changes in the FY23-24 Performance Clackamas for Technology Services and changes in the use of surveys, unable to provide accurate numbers related this measure for last FY at this time
- \*2 Does not include software licensing / maintenance or the Workforce Implementation Contractor.
- \*3 Updated Security procedures resulted in fewer admin accounts



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | 677,184            | 439,095            | 455,700                      | 455,700                           | 3,000             | (452,700)                      | -99%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 1,604,561          | 1,212,822          | 1,664,547                    | 1,664,547                         | 2,135,762         | 471,215                        | 28%                              |
| Other Interfund Transfers                           | -                  | -                  | 390,000                      | 390,000                           | -                 | (390,000)                      | -100%                            |
| <b>Operating Revenue</b>                            | <b>1,604,561</b>   | <b>1,212,822</b>   | <b>2,054,547</b>             | <b>2,054,547</b>                  | <b>2,135,762</b>  | <b>81,215</b>                  | <b>4%</b>                        |
| <b>Total Revenue</b>                                | <b>2,281,744</b>   | <b>1,651,917</b>   | <b>2,510,247</b>             | <b>2,510,247</b>                  | <b>2,138,762</b>  | <b>(371,485)</b>               | <b>-15%</b>                      |
| Personnel Services                                  | 704,630            | 745,685            | 872,425                      | 861,500                           | 1,007,959         | 135,534                        | 16%                              |
| Materials and Services                              | 848,114            | 830,066            | 1,637,822                    | 1,645,747                         | 1,130,803         | (507,019)                      | -31%                             |
| <b>Operating Expense</b>                            | <b>1,552,744</b>   | <b>1,575,750</b>   | <b>2,510,247</b>             | <b>2,507,247</b>                  | <b>2,138,762</b>  | <b>(371,485)</b>               | <b>-15%</b>                      |
| Transfers   | 514,622            | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>2,067,366</b>   | <b>1,575,750</b>   | <b>2,510,247</b>             | <b>2,507,247</b>                  | <b>2,138,762</b>  | <b>(371,485)</b>               | <b>-15%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>214,379</b>     | <b>76,166</b>      | <b>-</b>                     | <b>3,000</b>                      | <b>-</b>          |                                |                                  |

Notes:

Moved to new County Allocation Model



# Applications

## County Wide Applications

### Purpose Statement

The purpose of the County Wide Applications Program is to provide applications management, development, integrations, support, and maintenance for applications that are custom-built and third-party hosted either on-premises or in the cloud. This program offers various cost-effective, innovative tools and solutions to County staff, the public, businesses, and other public agencies to enhance their services, streamline processes, increase efficiency and collaboration, maximize the use of evolving technologies, and achieve their business needs. The primary in-house developed web applications include CMap, Asset Management, Resource Scheduling Tools, and E-Payment Portals. Some major third-party supported applications include Drupal, PowerDMS, Adobe Acrobat Sign, MS SharePoint, MS Power Apps, and MS Power Automate.

### Performance Narrative

The County Wide Applications Program proposed a budget of \$1,921,526. These resources will provide a continuation of analysis, development and support of applications and data systems to meet the business requirements of the County staff. This results in providing the public and businesses the important services they require in an efficient, accessible and reliable format (especially mobile and GIS).

Some priority projects include :

- Upgrade to the County Internet and Intranet sites to major version. Continue support and provide security updates.
- Continue expanding low code development with Microsoft Power Platform and SharePoint
- Continue replacement of Application Extender. Project is 94% complete.
- Developed and continue support of Appointment Schedulers for vaccines and class schedulers.
- Upgraded, standardized and improved the delivery of tax statements
- Continued and expanded rollout of Sharepoint training, support and development. Further support departments to be able to develop their own solutions.
- Continue to develop web based applications to help departments in the delivery of services to the County.

### Key Performance Measures

|                   |   | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>03/01/23 | FY 23-24<br>Target |
|-------------------|---|--------------------|--------------------|---------------------------------------|--------------------|
| <b>Result</b>     | % of developed applications that meet customer requirements. (Survey)                                 | 98%                | 95%                | N/A<br>*1                             | N/A                |
| <b>Demand</b>     | # of Software Evaluation Group (SEG) requests for evaluation  | 40                 | 30                 | 95<br>*2                              | 100                |
| <b>Efficiency</b> | \$ Average program expenditure per supported application w/o maintenance or Prof Services (~ 80 apps) | \$24,351           | \$24,500           | \$24,019                              | \$24,500           |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation

\*1 Due to changes in the FY23-24 Performance Clackamas for Technology Services and changes the surveys, unable to provide accurate numbers related this measure for last FY at this time

\*2 In FY22-23 SEG process was expanded to include additional types of requests and provide improved reporting





# Applications

## Departmental Applications

### Purpose Statement

The purpose of the Departmental Applications Program is to provide business system support, maintenance, integrations, and customizations to County departments so they can have timely, reliable, and cost-effective use of their business-critical systems in support of their customers. Services provided include but are not limited to issue analysis & troubleshooting, reporting & analytics, user support, and vendor coordination. This program's primary area of expertise is county permitting and electronic health record systems. It also provides part-time support for other applications.

### Performance Narrative

The Department Applications Program proposed a budget of \$615,971. These resources will continue to provide analysis, development and support of critical department data and applications to meet the business requirements of the County departments.

Some priority projects include :

- Continue to support DTD efforts going paperless for their permits by bringing Septic and Planning into Development Direct system. Continue supporting integrations between electronic plan review and permitting systems. Implementation of Plans Anywhere for inspectors to easy access up-to-date, approved plans and documents required for inspections.
- Continue to work with Health Centers to support current EHR Cerner system and its plans for migrating to different EHR system. Work with Health Centers to establish data warehouse and Power BI Dashboards.
- Continue to develop new support services and opportunities to assist the departments in the use of technology to deliver services to County businesses and Citizens.

### Key Performance Measures

|                   |  | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>03/01/23 | FY 23-24<br>Target |
|-------------------|--|--------------------|--------------------|---------------------------------------|--------------------|
| <b>Result</b>     | Estimated % Uptime for major supported systems (w/o upgrades or emergencies)   | 99.50%             | 99.80%             | > 99%                                 | 99.80%             |
| <b>Output</b>     | # Major supported departmental applications / Reports with dedicated technical staff (*1)                              | 25                 | 25                 | 9<br>*1                               | 10                 |
| <b>Efficiency</b> | Estimated annual adopted support costs per major departmental application (w/o Capital / Reserves / Maintenance costs) | \$24,497           | \$30,000           | \$68,441<br>*1                        | \$60,000           |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation \*1 The definition of "application" was modified in FY22-23 to better relate to the support services provided by Technology Services - this results in fewer "counted" apps.



**180204-Departmental Applications**  
 BCC Priority Alignment: Strong Infrastructure  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>20,974</b>      | <b>16,000</b>      | <b>51,000</b>                | <b>61,000</b>                     | <b>10,000</b>     | <b>(41,000)</b>                | <b>-80%</b>                      |
| Charges, Fees, License, Permits, Fines, Assessments | 565,456            | 581,491            | 611,427                      | 611,427                           | 605,971           | (5,456)                        | -1%                              |
| <b>Operating Revenue</b>                            | <b>565,456</b>     | <b>581,491</b>     | <b>611,427</b>               | <b>611,427</b>                    | <b>605,971</b>    | <b>(5,456)</b>                 | <b>-1%</b>                       |
| <b>Total Revenue</b>                                | <b>586,430</b>     | <b>597,491</b>     | <b>662,427</b>               | <b>672,427</b>                    | <b>615,971</b>    | <b>(46,456)</b>                | <b>-7%</b>                       |
| Personnel Services                                  | 439,457            | 420,038            | 501,122                      | 518,785                           | 529,703           | 28,581                         | 6%                               |
| Materials and Services                              | 104,514            | 94,756             | 161,306                      | 143,642                           | 86,268            | (75,038)                       | -47%                             |
| <b>Operating Expense</b>                            | <b>543,970</b>     | <b>514,794</b>     | <b>662,428</b>               | <b>662,427</b>                    | <b>615,971</b>    | <b>(46,457)</b>                | <b>-7%</b>                       |
| <b>Total Expense</b>                                | <b>543,970</b>     | <b>514,794</b>     | <b>662,428</b>               | <b>662,427</b>                    | <b>615,971</b>    | <b>(46,457)</b>                | <b>-7%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>42,459</b>      | <b>82,697</b>      | <b>-</b>                     | <b>10,000</b>                     | <b>-</b>          |                                |                                  |

Notes:  
 Moved staff reimbursement from allocation to direct bill



# Applications

## Geographic Information (GIS)

### Purpose Statement

The Purpose of the Geographic Information System (GIS) Program is to provide spatially integrated data and mapping services / applications to residents, businesses, County staff and other public agencies so they can make informed, location-based decisions using necessary geographic information.

### Performance Narrative

The GIS Program proposed a budget of \$1,115,933. These resources will provide a continuation of analysis, development and support of GIS data and mapping applications to meet the business requirements of the County staff and public while maintaining flat rates on printed maps. This program also provides extensive mapping and aerial photo solutions for the County Departments and citizens.

Some priority projects include:

- Continue to maintain the County aerial and lidar photo sets, enhance the online mapping applications CMAP & PlanMap.
- Phased rollout of new ESRI Portal tools to increase services directly available to staff and in advanced applications
- Expanded utilization and availability of GIS / Tax lot information for public use and services
- Develop new GIS based applications to support location based services for County staff, citizens and businesses.

### Key Performance Measures

|   |  | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>03/01/23 | FY 23-24<br>Target |
|---|--|--------------------|--------------------|---------------------------------------|--------------------|
| <b>Output</b>   | Estimated # GIS Data Layers Supported  | 100                | 100                | 110                                   | N/A<br>*1          |
|  <b>Result</b> | % of GIS projects completed that meet customer requirements (survey)           | 97%                | 99%                | 100%                                  | 99%                |
| <b>Efficiency</b>   | \$ Program expenditure per GIS data layer supported w/o maintenance (Proposed) | \$11,020           | \$13,000           | \$9,917                               | N/A<br>*1          |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation

\*1 For FY23-24 the Performance Clackamas Plan for Technology Services will alter some of the metrics including GIS Data Layers to be more relevant to performance. This will change the Output/Efficiency metrics for FY23-24 as they are implemented.



**180205-Geographic Information (GIS)**  
 BCC Priority Alignment: Strong Infrastructure  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>425,254</b>     | <b>501,000</b>     | <b>91,000</b>                | <b>181,000</b>                    | <b>51,000</b>     | <b>(40,000)</b>                | <b>-44%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | 7,210              | 1,357              | 35,000                       | -                                 | -                 | (35,000)                       | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 1,442,138          | 1,359,359          | 1,074,582                    | 1,074,582                         | 1,031,933         | (42,649)                       | -4%                              |
| All Other Revenue Resources                         | 11,286             | 17,531             | 33,000                       | 33,000                            | 33,000            | -                              | 0%                               |
| <b>Operating Revenue</b>                            | <b>1,460,634</b>   | <b>1,378,247</b>   | <b>1,142,582</b>             | <b>1,107,582</b>                  | <b>1,064,933</b>  | <b>(77,649)</b>                | <b>-7%</b>                       |
| <b>Total Revenue</b>                                | <b>1,885,888</b>   | <b>1,879,247</b>   | <b>1,233,582</b>             | <b>1,288,582</b>                  | <b>1,115,933</b>  | <b>(117,649)</b>               | <b>-10%</b>                      |
| Personnel Services                                  | 1,245,803          | 1,005,038          | 891,691                      | 938,010                           | 939,722           | 48,031                         | 5%                               |
| Materials and Services                              | 284,214            | 240,204            | 341,891                      | 299,572                           | 176,211           | (165,680)                      | -48%                             |
| <b>Operating Expense</b>                            | <b>1,530,017</b>   | <b>1,245,242</b>   | <b>1,233,582</b>             | <b>1,237,582</b>                  | <b>1,115,933</b>  | <b>(117,649)</b>               | <b>-10%</b>                      |
| <b>Total Expense</b>                                | <b>1,530,017</b>   | <b>1,245,242</b>   | <b>1,233,582</b>             | <b>1,237,582</b>                  | <b>1,115,933</b>  | <b>(117,649)</b>               | <b>-10%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>355,871</b>     | <b>634,005</b>     | <b>-</b>                     | <b>51,000</b>                     | <b>-</b>          |                                |                                  |

Notes:  
 Moved to new County Allocation Model



# Communication Services

## Telecommunication Services

### Purpose Statement

The purpose of Telecommunication Services is to provide phone, radio, security systems, audio visual, wiring and communications technical support services to County staff and other agencies so they can be secure in the work place and communicate reliably across unified leading edge systems with 24/7 support.

### Performance Narrative

The Telecommunications Services Program proposed a budget of \$4,315,357. These resources will continue to provide analysis, installation and reliable support of critical County communications, Life / Safety systems and physical data / voice infrastructure to efficiently meet the business requirements of the County departments while maintaining flat rates.

Some priority projects include:

- Continue to upgrade the County voice servers to latest version to enhance performance and capabilities.
- Continue to add new / enhanced Unified Communication Services such as web browser based telephones (WebRTC), unified messaging, Smart Call Centers, smart messaging, VoIP communications, remote communications, smart devices etc.
- Complete installations of the Alertus Emergency Notification System, including the DSB & PSB Buildings. Expand to other facilities as required by the County. Assist in other related security projects.
- Assist in the planning and implementation of the County Telecommuting Plan to ensure reliability, cost control and effective communications regardless of staff location
- Technology design & technology project management of new County buildings such as the Courthouse, DTD Roads, Clinics, Libraries, etc.

### Key Performance Measures

|                   |   | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as<br>of 03/01/23 | FY 23-24<br>Target |
|-------------------|---|--------------------|--------------------|---------------------------------------|--------------------|
| <b>Result</b>     | % of days where there are no service interruptions to core telecom services (excluding scheduled maintenance or loss of County electricity) | ~ 100%             | 99.50%             | ~ 100%                                | 99.99%             |
| <b>Result</b>     | Average response time for work orders (during scheduled business hours) in hours  | 3.67<br>(*1)       | 2.00               | 3.11<br>(*1)                          | 2.00<br>(*2)       |
| <b>Efficiency</b> | Estimated annual \$ savings for County by utilizing Telecom work orders versus industry average   | ~ \$344,000        | \$250,000          | ~ \$364,000<br>(*3)                   | \$250,000          |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

- Explanation
- \*1 - The increased response time is due to continuing large increase in the work order count and many large scale projects, such as the new Courthouse. Also the disperse support area with most staff offsite.
  - \*2 - It is expected that once telecommuting is more onsite, the response times should become back to more normal times.
  - \*3 - The large savings increase is due to the continued increase of work orders for this period.





# Communication Services

## Clackamas Broadband eXchange

### Purpose Statement

The purpose of the Clackamas Broadband eXchange (CBX) program is to provide fiber optic design, allocation, installation and maintenance services to County departments, public institutions, bandwidth intensive businesses and ISP Providers so they can experience fast, reliable connectivity at a low cost while also providing business opportunities.

### Performance Narrative

The CBX Program proposed a budget of \$9,836,914. These resources will continue to provide design, construction and reliable support of the fiber infrastructure to efficiently provide connectivity to public and private customers, maintain self sufficiency and managed growth. Continued expansion via construction to new customers is expected to continue. This program is fully self supportive.

Some priority projects include:

- Continue to implement recommendations of CBX Business Plan.
- Continue to expand the fiber infrastructure and add additional customers.
- Continue to develop and construct Phase 1 & 2 of the ARPA Grant Broadband Expansion Project.
- Develop a proposal for additional grant funding to continue the expansion of CBX into areas of minimal access
- Implement and resale services on an eastern fiber route as backup connectivity for ISP customers including the County.
- Implement additional ISP Partnership projects as opportunities are available, especially in under-served areas.
- Continue to research and pursue additional funding opportunities, new partners and new potential service options.

### Key Performance Measures

|   |  | FY 21-22<br>Actual     | FY 22-23<br>Target     | FY 22-23<br>Actuals as of<br>03/01/23 | FY 23-24<br>Target     |
|---|--|------------------------|------------------------|---------------------------------------|------------------------|
|  <b>Result</b> | \$ Annual estimated savings for public institutions utilizing CBX (includes redundant connections)                                       | \$1,678,220            | \$1,550,000            | ~ \$1,730,000                         | \$1,700,000            |
| <b>Result</b>   | % Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs) | 99.90%                 | 99.90%                 | 99.99%                                | 100.00%                |
| <b>Efficiency</b>   | \$ Average estimated program expenditure per mile of fiber supported w/o construction costs. (*1)  | 370 miles<br>@ \$4,703 | 350 miles<br>@ \$4,500 | 381 miles<br>@ \$4,504                | 396 miles<br>@ \$4,500 |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **YES**

CBX is part of the ARPA Grant - 5 year total is \$10,100,000

Explanation      \*1 - Increase due to additional construction staff to do most of the repairs / builds. Since this metric does not include constructing costs, savings of staff over contractors is not reflected. Also, many new connects are underground or farther away from connection points causing overall costs per mile to increase. M&S costs are also increasing. Does not include ARPA Coverage.





# Technical Services

## Network Services

### Purpose Statement

The purpose of the Network Services program is to provide network architecture, infrastructure, wireless, internet, security and networking related support services to staff, outside agencies and visitors so they can conduct business and achieve their business results utilizing a reliable, high performance, 24/7 secure network infrastructure.

### Performance Narrative

The Network Services Program proposed a budget of \$1,351,228. These resources will continue to provide analysis, installation and reliable support of critical County network communications and security to efficiently meet the business requirements of the County departments while containing annual allocations rate to an average of 5% or less.

Some of the priority projects include:

- Continue replacement of aging equipment and design next generation of County networking architecture and services to maximize performance, efficiencies, security and technology opportunities.
- Continue to deploy new / enhanced security measures to protect County data and crucial services, including cloud.
- Design and installation of new building and relocations networks as required.
- Enhance mobile / remote services including new options and cloud services, especially for Telework.
- Design and implement enhanced network access controls aligned with Zero Trust best practices
- Continue to enhance wireless and remote access capabilities and performance

### Key Performance Measures

|                       |  | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>03/01/23 | FY 23-24<br>Target |
|-----------------------|--|--------------------|--------------------|---------------------------------------|--------------------|
| <b>Result</b>         | % of days where all core networking infrastructure is operational (excluding scheduled maintenance)                | 99.9+%             | 99.90%             | ~ 99.9+%                              | 99.90%             |
| <b>Output</b><br>(*1) | # Allocated supported connected devices (PC / Printers / Scanners / Laptops / CCTV) (w/o Smart phones or switches) | 5,428              | 5,200              | 5,738                                 | 6,000              |
| <b>Efficiency</b>     | Estimated annual Proposed program expenditure per allocated device (w/o Capital / Communications / Maint costs)    | \$236.24           | \$250              | \$215.79                              | \$250              |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation \*1 - Network device counts continue to climb with many users choosing to maintain multiple devices, as well as an increase of new types of devices such as sensors, phones, and other small appliances. This trend is expected to continue.





# Technical Services

## Technical Services

### Purpose Statement

The purpose of the Technical Services Line of Business is to provide technology support, network, system and storage administration, security, mobility, technology procurement, overall infrastructure support and call center services to County staff to effectively utilize County technology in support of their business requirements and services.

### Performance Narrative

The Technical Services Program proposed a budget of \$7,573,525. Overall, this budget is reduced for FY23-24 due to the large reserve capital expenditures in FY21-22 & FY22-23 for network and systems upgrades. Reserves are reduced and will start the build up again for future planned expenditures. Allocation rates are changing to be in line with the new FY23-34 Allocation Model, metrics will be updated to work with the new model.

These resources will continue to provide design, procurement, implementation and support of expanding critical technical services to meet the business requirements of the County departments while containing allocation growth to an annual average of 5% or less. (not including FY carry over of capital reserves or projects that are not completed within the initial budgeted fiscal year)

Some of the priority projects include:

- Design and Implementation of revised comprehensive disaster recovery plan. Expansion of offsite secondary backups using secure cloud storage. Develop COOP plan to restore services in advent of a disruption including offsite services.
- Expand Virtual Services / Server Farms to be more fault tolerant, enhanced performance capabilities.
- Continue implementation and rollout of Microsoft 365 and Azure Cloud services. Implement processes for safe data classification, collaboration, and auditing.
- Implement Multi-Factor Authentication and identity management for all local systems or cloud services that contain sensitive data. Continue to monitor, review, evolve and enhance all aspects of security including governance, user training, detection, prevention and recovery.
- Enhance the technical support and available options for remote access, telework, and communication services.
- Continue to utilize County hybrid services model, review options to leverage secure cloud services where appropriate.
- Implement and expand enhanced technical training services for County staff as resources available.
- Integrate enhanced and automated MFR metrics to align with County Outcome based budgeting initiatives.
- Work with departments to enhance technical services including Call Center support, training, and technology solutions

### Key Performance Measures

|                   |  | FY 21-22 Actual      | FY 22-23 Target | FY 22-23 Actuals as of 03/01/23 | FY 23-24 Target |
|-------------------|--|----------------------|-----------------|---------------------------------|-----------------|
| <b>Output</b>     | # of Technology Procurements   | 429                  | 300             | 282                             | 300             |
| <b>Efficiency</b> | Estimated annual Call Center / Systems adopted operating costs per allocated user (w/o Capital / Reserves / Maintenance costs) | 2,678 @ \$1,423.74   | \$1,500         | 2,730 @ \$1,372.99              | N/A *1          |
| <b>Efficiency</b> | \$ allocated costs per PC (tier 1) ( Goal <= 5% increase )   | \$1,848.54 - 11.09 % | < \$2,000 < 5%  | \$1,698.27 - 8.10 % (**)        | N/A *1          |

Program includes:

- Mandated Services  **No**
- Shared Services  **No**
- Grant Funding  **No**

**Explanation** The large fund balance roll each FY are to carry forward the build up of capital reserves to fund the replacement of equipment on a scheduled basis without cyclic adjustments to allocation. Reserves are spend as scheduled to replace planned equipment or renew large maintenance contracts.

\*1 - The new Allocation Model for FY23-24 continues to utilize PC and Account Counts but in a different manor, rate and calculation method, this metric will be updated in FY23-24 to follow the new allocation methodology.





## **Treasurer**

**Brian Nava, County Treasurer**

Treasurer's Office is to provide investment, treasury, and audit services to the public of Clackamas County so they can trust that their funds are safeguarded and to the taxing districts, offices and departments of Clackamas County so they can efficiently and effectively provide services to their customers.

2051 Kaen Road  
Oregon City, Oregon 97045  
503-742-5990

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



Office of the County Treasurer (19)

Department Budget Summary by Fund

| <i>Line of Business Name</i>     | <i>Program Name</i> | FY 23-24<br>General<br>Fund<br>(100) | FY 23-24<br>ARPA<br>Fund<br>(230)* | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total<br>FTE |
|----------------------------------|---------------------|--------------------------------------|------------------------------------|-----------------------------|--|--------------------------|
| Treasury Services                | Treasury            | 1,163,745                            | -                                  | 1,163,745                   | 640,048  | 5.0                      |
| Internal Audit Services          | Internal Audit      | 360,211                              |                                    | 360,211                     | 360,211  | 2.0                      |
| <b>TOTAL</b>                     |                     | 1,523,956                            | -                                  | 1,523,956                   | 1,000,259  | 7.0                      |
| <i>FY 22-23 Budget (Amended)</i> |                     | 1,432,645                            | -                                  | 1,432,645                   | 1,035,145  | 7.0                      |
| <i>\$ Increase (Decrease)</i>    |                     | 91,311                               | -                                  | 91,311                      | (34,886)   | 0.0                      |
| <i>% Increase ( Decrease)</i>    |                     | 6.4%                                 | -                                  | 6.4%                        | -3.4%  | 0.0%                     |

**\*\*General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax.**



Office of the County Treasurer

Treasury

Purpose Statement

The purpose of the Treasury Line of Business and Program is to provide active investing, accounting, banking, managing, distribution, and safeguarding services to the public of Clackamas County so they can trust that their funds are secure and to the taxing districts, offices and departments of Clackamas County so they can efficiently and effectively provide services to their customers.

Performance Narrative

This line of business and program has the following main roles and provides the following services:

- 1. Investing
- 2. Accounting
- 3. Banking
- 4. Managing funds
- 5. Distribution of funds
- 6. Safeguarding funds
- 7. Merchant service maintenance and compliance
- 8. Interest distribution
- 9. Cash reconciliations
- 10. Abandoned property

Key Performance Measures

|           |  | FY 20-21 Actual    | FY 21-22 Actual     | FY 22-23 Target | FY 22-23 Actuals as of Qtr. 3 | FY 23-24 Target |
|-----------|--|--------------------|---------------------|-----------------|-------------------------------|-----------------|
| Result    | % of identified cash handlers that received cash controls training.  | 34 trained to date | 113 trained to date | 90%             | 163 trained to date           | 90%             |
| Result    | % of accurate deposit summaries are processed within 4 business days.  | 100%               | 100%                | 95%             | 100%                          | 95%             |
| Result    | % of bank reconciliations completed within 30 days of receipt of bank statement, % of bank reconciliations completed within 45 days of receipt of bank statement.  | 100% and 100%      | 100% and 100%       | 95% and 100%    | 99% and 100%                  | 95% and 100%    |
| Result    | % of fraudulent checks denied.   | 100%               | 100%                | 100%            | 100%                          | 100%            |
| Result    | % of tax distributions done timely, in accordance with the law, to the over 120 taxing districts in Clackamas County.  | 100%               | 100%                | 100%            | 100%                          | 100%            |
| Result    | % of County funds being in qualified depositories or adequately collateralized in accordance with law.   | 100%               | 100%                | 100%            | 100%                          | 100%            |
| Output    | # of deposit summaries posted (Just for the quarter ended, not a running total).   | 4864               | 4971                | N/A Note 2      | 4700                          | N/A Note 2      |
| Output    | # of people receiving cash handling training.  | 34 trained to date | 113 trained to date | N/A Note 2      | 163 trained to date           | N/A Note 2      |
| Output    | # of bank reconciliations completed (Just for the quarter ended, not a running total.)   | 56                 | 72                  | N/A Note 2      | 101                           | N/A Note 2      |
| Output    | # of reoccurring EFT/ACH set-up (Fiscal Year)  | 30                 | 38                  | N/A Note 2      | 39                            | N/A Note 2      |
| Milestone | All organizations will have the ability to set up reoccurring EFT/ACH payments to the County.  | Complete           | Complete            | 2022            | Complete                      | N/A Note 3      |
| Milestone | The Treasurer's Office will implement a macro to upload deposit summaries into the financial management application.   | Complete           | Complete            | 2021            | Complete                      | N/A Note 3      |
| Milestone | % of non-confidential information currently mailed will be available electronically or posted online.  | 90%                | 100%                | 2022            | 100%                          | N/A Note 3      |
| Note 1    | <i>Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.</i>  |                    |                     |                 |                               |                 |
| Note 2    | <i>This is an output measure. There is no "Target" output related to this measure, it is designed for tracking and trend analysis</i>  |                    |                     |                 |                               |                 |
| Note 3    | <i>This is a milestone measure. The milestone was achieved, so there exists no future target for this measure.</i>   |                    |                     |                 |                               |                 |
| Note 4    | <i>For all Treasurer's Office Performance Clackamas results, view the webpage online being developed by County Administration. This will also provide additional notes and information related to these results.</i> |                    |                     |                 |                               |                 |
| Note 5    | <i>The County and the Treasurer's Office are in the process of updating performance Clackamas for the Treasurer's Office.</i>  |                    |                     |                 |                               |                 |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Oregon Revised Statutes (ORS) mandates generally all the services outlined above and more. This includes but is not limited to ORS 208, 294, 295 and 451. Grant funding is not necessarily used to fund these services, but it would be in jeopardy if cash management procedures by the Treasurer's Office were not complied with as outlined by the federal government and ORS. For example, the Federal Office of Management and Budget (OMB) Circular A-133 is one of the federal OMB Circulars that outlines and references to cash management requirements



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 4,163              | 6,189              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 555,343            | 643,221            | 397,500                      | 397,502                           | 523,697           | 126,197                        | 32%                              |
| All Other Revenue Resources                         | -                  | 30,735             | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 619,607            | 697,993                      | 697,993                           | 640,048           | (57,945)                       | -8%                              |
| <b>Operating Revenue</b>                            | <b>559,506</b>     | <b>1,299,753</b>   | <b>1,095,493</b>             | <b>1,095,495</b>                  | <b>1,163,745</b>  | <b>68,252</b>                  | <b>6%</b>                        |
| <b>Total Revenue</b>                                | <b>559,506</b>     | <b>1,299,753</b>   | <b>1,095,493</b>             | <b>1,095,495</b>                  | <b>1,163,745</b>  | <b>68,252</b>                  | <b>6%</b>                        |
| Personnel Services                                  | 875,299            | 735,193            | 819,523                      | 786,996                           | 876,912           | 57,389                         | 7%                               |
| Materials and Services                              | 209,451            | 193,428            | 275,971                      | 308,499                           | 286,833           | 10,862                         | 4%                               |
| <b>Operating Expense</b>                            | <b>1,084,751</b>   | <b>928,621</b>     | <b>1,095,494</b>             | <b>1,095,495</b>                  | <b>1,163,745</b>  | <b>68,251</b>                  | <b>6%</b>                        |
| <b>Revenues Less Expenses</b>                       | <b>(525,244)</b>   | <b>371,132</b>     | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:

Costs have risen faster and higher than the 3% increase in general fund support received.



# Office of the County Treasurer

## Internal Audit

### Purpose Statement

The purpose of the Internal Audit Line of Business and Program is to provide assurance and consulting services to the public, employees, offices and departments of Clackamas County so they can feel confident that the public's interest are protected and can engage with a more accountable, higher performing, and more transparent local government.

### Performance Narrative

This line of business and program provides the following services:

1. Consultations
2. Assurance Services: Includes, but is not limited to, performance audits, compliance audits, financial audits, information technology audits.
3. Fraud reviews and audits
4. Follow-up audits

### Key Performance Measures

|           |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actual as of<br>Qtr. 3 | FY 23-24<br>Target |
|-----------|--|--------------------|--------------------|--------------------|------------------------------------|--------------------|
| Result    | % of accepted audit recommendations that are implemented within 2 years.   | 70%                | 80%                | 50%                | 80%                                | 90%                |
| Result    | % of audit plan that will be completed each calendar year.   | 63%                | 85%                | 90%                | 85%                                | 90%                |
| Output    | # of audit reports issued (since IA inception).  | 11                 | 14                 | N/A<br>Note 2      | 17 projected<br>for FY22-23        | N/A<br>Note 2      |
| Output    | # of audit recommendations (since IA inception).   | 92                 | 96                 | N/A<br>Note 2      | 122                                | N/A<br>Note 2      |
| Output    | # of reports made to the Good Government Hotline alleging fraud, waste and/or abuse (since hotline)  | 138                | 144                | N/A<br>Note 2      | 150                                | N/A<br>Note 2      |
| Milestone | Develop survey of consultation and assurance service recipients.   | 2021               | N/A<br>Note 3      | 2021               | N/A<br>Note 3                      | N/A<br>Note 3      |
| Milestone | Contract for peer review of Internal Audit.  | In progress        | In progress        | 2025               | In progress                        | 2025               |
| Milestone | Research will be completed to determine if the Internal Audit function should be codified into County Code.  | 2021               | N/A<br>Note 3      | N/A<br>Note 3      | N/A<br>Note 3                      | N/A<br>Note 3      |
| Milestone | Hire a new staff/senior auditor.   | 2021               | N/A<br>Note 3      | N/A<br>Note 3      | N/A<br>Note 3                      | N/A<br>Note 3      |
| Note 1    | <i>Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.</i>  |                    |                    |                    |                                    |                    |
| Note 2    | <i>This is an output measure. There is no "Target" output related to this measure, it is designed for tracking and trend analysis purposes.</i>  |                    |                    |                    |                                    |                    |
| Note 3    | <i>This is a milestone measure. The milestone was achieved so there exists no future target for this measure.</i>  |                    |                    |                    |                                    |                    |
| Note 4    | <i>For all Treasurer's Office Performance Clackamas results, view the webpage online being developed by County Administration. This will also provide additional notes and information related to these results.</i> |                    |                    |                    |                                    |                    |
| Note 5    | <i>The County and the Treasurer's Office are in the process of updating performance Clackamas for the Treasurer's Office.</i>  |                    |                    |                    |                                    |                    |

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 Office of the County Treasurer's, Internal Audit Line of Business and Program within the Treasurer's Office, works with all county departments, offices, service districts, component units and more as mandated and outlined in County Code 2.15.



|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support          | -                  | 325,078            | 337,152                      | 337,152                           | 360,211           | 23,059                         | 7%                               |
| <b>Operating Revenue</b>      | -                  | <b>325,078</b>     | <b>337,152</b>               | <b>337,152</b>                    | <b>360,211</b>    | <b>23,059</b>                  | <b>7%</b>                        |
| <b>Total Revenue</b>          | -                  | <b>325,078</b>     | <b>337,152</b>               | <b>337,152</b>                    | <b>360,211</b>    | <b>23,059</b>                  | <b>7%</b>                        |
| Personnel Services            | -                  | 324,646            | 327,152                      | 327,152                           | 351,211           | 24,059                         | 7%                               |
| Materials and Services        | -                  | 432                | 10,000                       | 10,000                            | 9,000             | (1,000)                        | -10%                             |
| <b>Operating Expense</b>      | -                  | <b>325,078</b>     | <b>337,152</b>               | <b>337,152</b>                    | <b>360,211</b>    | <b>23,059</b>                  | <b>7%</b>                        |
| <b>Total Expense</b>          | -                  | <b>325,078</b>     | <b>337,152</b>               | <b>337,152</b>                    | <b>360,211</b>    | <b>23,059</b>                  | <b>7%</b>                        |

**Revenues Less Expenses**

- - - - -

Notes:

Costs have risen faster and higher than the 3% increase in general fund support received.



## **Clackamas 911**

**Cheryl Bledsoe, Director**

The mission of Emergency Communications is to provide emergency and non-emergency call response, information, and dispatch services to the citizens and agencies we serve so they can have reliable 24/7 access to information and critical life safety services.

2200 Kaen Rd # A, Oregon City, OR 97045  
503-655-8370

Website: <https://www.clackamas.us/911>



## Clackamas 911 (CCOM) (20)

### Department Budget Summary by Fund

| <i>Line of Business Name</i>     | <i>Program Name</i> | FY 23-24<br>ARPA<br>Fund (230) | FY 23-24<br>911 Center<br>Fund (605) | FY 23-24<br>Total Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |
|----------------------------------|---------------------|--------------------------------|--------------------------------------|--------------------------|--|-----------------------|
| Clackamas 911 Services           | Clackamas 911       | -                              | 14,158,669                           | 14,158,669               | 209,014  | 57.0                  |
| <b>TOTAL</b>                     |                     | -                              | 14,158,669                           | 14,158,669               | 209,014  | 57.0                  |
| <i>FY 22-23 Budget (Amended)</i> |                     | -                              | 12,207,755                           | 12,207,755               | -  | 57.0                  |
| <i>\$ Increase (Decrease)</i>    |                     | -                              | 1,950,914                            | 1,950,914                | 209,014  | 0.0                   |
| <i>% Increase (Decrease)</i>     |                     | -                              | 16.0%                                | 16.0%                    | -  | 0.0%                  |

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**



# Clackamas 911 Services

## Clackamas 911

### Purpose Statement

The purpose of the Clackamas 911 Services line of business is to provide professional call processing, dispatching, technical and administrative services to the public, businesses and government agencies so they can have expedited and efficient access to public safety resources for emergency, non-emergency and life-critical events.

### Performance Narrative Statement

CCOM call-takers and dispatchers will meet or exceed industry standard call processing and dispatching benchmarks regularly and will seek continuous service improvements, consistent with "best practice" 911 service delivery organizations.

### Key Performance Measurers

|        |  | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--------|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | By 2021, CCOM will be staffed at least 95% of budgeted capacity  | 94%             | 86%             | 95%             | 82%                             | 95%             |
| Output | By 2021, Clackamas County callers will experience 6 dedicated call-takers on duty 10 hours per day, 4 days per week              | 5               | 3               | 6               | 3                               | 6               |
| Output | By 2023, CCOM will enhance its in-house Quality Improvement program that evaluates customer service for 2% of our call volume    | 0.50%           | 1.00%           | 1.00%           | 1.00%                           | 2.00%           |
| Result | By 2025, 100% of callers will reach a live 9-1-1 call taker without being filtered through a cell phone filtering message system | 20%             | 20.00%          | 100%            | 100.00%                         | 100%            |

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 C-COM provides mandated 911 call-taking services, per state ORS Chapter 403. C-COM/Clackamas County also serves as the fiscal agent for grant funds for regional 911 projects throughout the Portland metro area.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>1,473,385</b>   | <b>1,455,432</b>   | <b>1,558,600</b>             | <b>2,613,833</b>                  | <b>3,055,304</b>  | <b>1,496,704</b>               | <b>96%</b>                       |
| Federal, State, Local, All Other Gifts & Donations  | 3,063,483          | 4,507,975          | 3,909,794                    | 3,711,221                         | 3,766,188         | (143,606)                      | -4%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 6,405,357          | 6,588,204          | 6,714,661                    | 6,714,661                         | 7,103,463         | 388,802                        | 6%                               |
| All Other Revenue Resources                         | 29,407             | 25,731             | 24,700                       | 24,700                            | 24,700            | -                              | 0%                               |
| General Fund Support                                | -                  | -                  | -                            | -                                 | 209,014           | 209,014                        | -                                |
| <b>Operating Revenue</b>                            | <b>9,498,247</b>   | <b>11,121,910</b>  | <b>10,649,155</b>            | <b>10,450,582</b>                 | <b>11,103,365</b> | <b>454,210</b>                 | <b>4%</b>                        |
| <b>Total Revenue</b>                                | <b>10,971,633</b>  | <b>12,577,342</b>  | <b>12,207,755</b>            | <b>13,064,415</b>                 | <b>14,158,669</b> | <b>1,950,914</b>               | <b>16%</b>                       |
| Personnel Services                                  | 8,245,773          | 8,207,403          | 9,342,936                    | 8,089,495                         | 9,538,564         | 195,628                        | 2%                               |
| Materials and Services                              | 944,486            | 1,181,864          | 990,361                      | 998,917                           | 1,169,898         | 179,537                        | 18%                              |
| Capital Outlay                                      | 8,658              | 5,572              | 20,000                       | 9,000                             | 15,000            | (5,000)                        | -25%                             |
| <b>Operating Expense</b>                            | <b>9,198,917</b>   | <b>9,394,839</b>   | <b>10,353,297</b>            | <b>9,097,412</b>                  | <b>10,723,462</b> | <b>370,165</b>                 | <b>4%</b>                        |
| Special Payments                                    | 317,283            | 568,670            | 1,023,100                    | 911,699                           | 960,400           | (62,700)                       | -6%                              |
| Reserve for Future Expenditures                     | -                  | -                  | 481,357                      | -                                 | 2,124,807         | 1,643,450                      | 341%                             |
| Contingency   | -                  | -                  | 350,000                      | -                                 | 350,000           | -                              | 0%                               |
| <b>Total Expense</b>                                | <b>9,516,200</b>   | <b>9,963,509</b>   | <b>12,207,754</b>            | <b>10,009,111</b>                 | <b>14,158,669</b> | <b>1,950,915</b>               | <b>16%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>1,455,432</b>   | <b>2,613,833</b>   | <b>-</b>                     | <b>3,055,304</b>                  | <b>-</b>          |                                |                                  |

Notes:



## **Sheriff's Office**

**Angela Brandenburg, Sheriff**

The mission of the Clackamas County Sheriff's Office is to provide public safety and law enforcement services to the people of Clackamas County so they can experience and contribute to a safe and secure community.

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

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



## Sheriff's Office (CCSO) (21) Department Budget Summary by Fund

| Line of Business Name            | Program Name                             | FY 23-24              | FY 23-24                                  | FY 23-24                                | FY 23-24                     | FY 23-24           | FY 23-24                               | FY 23-24     |
|----------------------------------|--|-----------------------|---|---|------------------------------|--------------------|--|--------------|
|                                  |  | General Fund<br>(100) | Sheriff's<br>Operating Levy<br>Fund (206) | Inmate Welfare<br>Special Fund<br>(207) | CCSO<br>Forfeitures<br>(209) | Total Budget       | General Fund<br>Support in<br>Budget** | *Total FTE   |
| Administration                   | Office of the Sheriff                    | 2,486,666             |   |   |                              | 2,486,666          | 2,009,102                              | 9.0          |
| Administration                   | Finance                                  | 1,490,646             |   |   |                              | 1,490,646          | 1,106,184                              | 8.0          |
| Administration                   | Operational Support                      | 9,787,407             |   |   |                              | 9,787,407          | 6,933,049                              | 29.0         |
| Administration                   | Professional Standards                   | 285,884               |   |   |                              | 285,884            | 214,376                                | 1.0          |
| Administration                   | Public Information Office (PIO)          | 818,945               |   |   |                              | 818,945            | 640,255                                | 5.0          |
| Law Enforcement                  | City of Estacada                         | 884,564               |   |   |                              | 884,564            | -                                      | 3.3          |
| Law Enforcement                  | City of Happy Valley                     | 4,678,434             |   |   |                              | 4,678,434          | -                                      | 17.0         |
| Law Enforcement                  | City of Wilsonville                      | 6,003,284             |   |   |                              | 6,003,284          | -                                      | 21.0         |
| Law Enforcement                  | Critical Incident Response               | 394,586               |   |   |                              | 394,586            | 394,586                                | 1.0          |
| Law Enforcement                  | Enhanced Law Enforcement District (ELED) | 6,362,834             |   |   |                              | 6,362,834          | -                                      | 36.0         |
| Law Enforcement                  | Family Justice Center (FJC)              | 1,793,542             |   |   |                              | 1,793,542          | 1,706,243                              | 9.0          |
| Law Enforcement                  | Investigations                           | 7,478,023             |   |   |                              | 7,478,023          | 7,445,683                              | 34.0         |
| Law Enforcement                  | Patrol                                   | 16,891,225            |   |   |                              | 16,891,225         | 15,387,104                             | 73.8         |
| Law Enforcement                  | Traffic Enforcement                      | 1,112,428             |   |   |                              | 1,112,428          | 858,778                                | 4.0          |
| Law Enforcement                  | CCSO Forfeitures                         |                       |   |   | 966,893                      | 966,893            | -                                      | 0.0          |
| Public Safety                    | Civil                                    | 6,353,492             |   |   |                              | 6,353,492          | 5,088,958                              | 29.0         |
| Public Safety                    | Parole and Probation                     | 18,271,743            |   |   |                              | 18,271,743         | 5,823,507                              | 90.0         |
| Public Safety                    | Jail                                     | 25,390,501            |   |   |                              | 25,390,501         | 24,145,690                             | 116.0        |
| Public Safety                    | Inmate Welfare                           |                       |   | 230,500                                 |                              | 230,500            | -                                      | 0.0          |
| Training                         | Public Safety Training Center (PSTC)     | 1,182,630             |   |   |                              | 1,182,630          | 299,630                                | 4.0          |
| Training                         | Training & Wellness                      | 2,576,002             |   |   |                              | 2,576,002          | 2,576,002                              | 8.0          |
| Sheriff Operating Levy           | Sheriff Operating Levy                   | -                     | 30,660,707                                |   |                              | 30,660,707         | -                                      | 92.0         |
|                                  |  | <b>114,242,836</b>    | <b>30,660,707</b>                         | <b>230,500</b>                          | <b>966,893</b>               | <b>146,100,936</b> | <b>74,629,146</b>                      | <b>590.0</b> |
| <b>FY 22-23 Budget (Amended)</b> |  | 112,476,730           | 24,322,136                                | 213,300                                 | 875,000                      | 137,887,166        | 74,155,409                             | 592.0        |
| <b>\$ Increase (Decrease)</b>    |  | 1,766,106             | 6,338,571                                 |   |                              | 8,213,770          | 473,737                                | -2.0         |
| <b>% Increase (Decrease)</b>     |  | 1.6%                  | 26.1%                                     |   |                              | 6.0%               | 0.6%                                   | -0.3%        |

\*\*General Fund Support is the subsidy, net of any other revenue received by the department.

\*ELED FTEs are in Sheriff Department's General Fund (100) budget and invoiced to ELED (216) in Materials and Services category.



# Administration

## Office of the Sheriff

### Purpose Statement

The purpose of the Office of the Sheriff Program is to provide executive leadership, management, and communication services to Sheriff's Office employees and the community so they can benefit from strong, visionary leadership and work together to advance the Sheriff's Office mission to provide trusted public safety and law enforcement services.

### Performance Narrative Statement

This program provides the administrative, leadership, and accountability functions to all MFR programs within the Clackamas County Sheriff's Office (CCSO) 's budget. Additionally, this program provides the data, research, and performance analyses of CCSO, holding the primary responsibility for achieving the goals and outcomes of the strategic business plan.

### Key Performance Measures

|        |  | CY20 Actual       | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------------|-------------|-------------|-------------|-------------|
| Result | % of community survey respondents who report they feel safe in Clackamas County  | No Data Collected | 68.6%       | No Baseline | N/A         | No Baseline |
| Result | By 2023, Sheriff's Office leadership will engage with County Administration to create a plan to address key inefficiencies that are negatively impacting the ability to provide quality law enforcement and public safety services | 33.3%             | 33.3%       | 33.3%       | 33.4%       | 33.4%       |
| Result | By 2025, law enforcement re-accreditation will be awarded  | 20.0%             | 20.0%       | 20.0%       | 20.0%       | 20.0%       |
| Result | % of employees who understand and can articulate their contribution to the Strategic Business Plan   | 19.4%             | 20.7%       | No Baseline | 27.4%       | No Baseline |
| Result | % of Strategic Result measures achieved  | 71.4%             | 71.4%       | No Baseline | 66.7%       | No Baseline |
| Result | % of Key Result measures achieved  | 55.5%             | 30.0%       | No Baseline | 54.5%       | No Baseline |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explanation

**Explanation**

**Mandated Services:**

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



210101-Office of the Sheriff

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>22,526</b>      | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 14,258             | 51,480             | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 290                | -                  | -                            | -                                 | 477,564           | 477,564                        | -                                |
| All Other Revenue Resources                         | (91,076)           | 150                | 3,000                        | 200                               | -                 | (3,000)                        | -100%                            |
| Other Interfund Transfers                           | 6,130,419          | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 2,583,090          | 2,888,459                    | 2,175,075                         | 2,009,102         | (879,357)                      | -30%                             |
| <b>Operating Revenue</b>                            | <b>6,053,891</b>   | <b>2,634,720</b>   | <b>2,891,459</b>             | <b>2,175,275</b>                  | <b>2,486,666</b>  | <b>(404,793)</b>               | <b>-14%</b>                      |
| <b>Total Revenue</b>                                | <b>6,076,417</b>   | <b>2,634,720</b>   | <b>2,891,459</b>             | <b>2,175,275</b>                  | <b>2,486,666</b>  | <b>(404,793)</b>               | <b>-14%</b>                      |
| Personnel Services                                  | 3,636,480          | 2,259,117          | 2,498,373                    | 1,765,281                         | 2,147,379         | (350,994)                      | -14%                             |
| Materials and Services                              | 733,734            | 493,967            | 380,873                      | 397,781                           | 327,074           | (53,799)                       | -14%                             |
| Capital Outlay                                      | 7,828              | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>4,378,041</b>   | <b>2,753,084</b>   | <b>2,879,246</b>             | <b>2,163,062</b>                  | <b>2,474,453</b>  | <b>(404,793)</b>               | <b>-14%</b>                      |
| Transfers   | 12,213             | 12,213             | 12,213                       | 12,213                            | 12,213            | -                              | 0%                               |
| <b>Total Expense</b>                                | <b>4,390,254</b>   | <b>2,765,297</b>   | <b>2,891,459</b>             | <b>2,175,275</b>                  | <b>2,486,666</b>  | <b>(404,793)</b>               | <b>-14%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>1,686,163</b>   | <b>(130,578)</b>   | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:

Provides executive leadership, management, & communication services to CCSO employees & the community so they can benefit from strong, visionary leadership & work together to advance the mission to provide trusted public safety & law enforcement services.



# Administration

## Finance

### Purpose Statement

The purpose of the Finance Program is to provide financial management services to the Sheriff, Sheriff's Office employees, Advisory Committees, and County decision-makers so they can effectively manage public funds and tie resources to expected results in the interest of public safety.

### Performance Narrative Statement

This workgroup coordinates the budget process for each of the 18 Performance Clackamas programs within the Sheriff's Office, including the Enhanced Law Enforcement District and Public Safety Local Option Levy. Staff in this workgroup provide financial monitoring, supportive services, payroll services, contracting support, and assistance in applying for financial assistance opportunities.

### Key Performance Measures

|        |  | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------|-------------|-------------|-------------|-------------|
| Result | Zero audit findings that result from CCSO Finance staff errors                             | 0           | 0           | 0           | 0           | 0           |
| Result | % of operational programs that are on or under budget                                      | 83%         | 74.1%       | 100%        | 100%        | 100%        |
| Result | % of contract and procurement requests that are completed within the established timelines | 79%         | 100%        | 90%         | 92.2%       | 90%         |

Program includes:

Mandated Services  Yes

Shared Services  No

Grant Funding  No

Explanation CCSO finance is required to follow the provisions of Oregon Budget Law



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | 4,071              | -                            | -                                 | 128,575           | 128,575                        | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 255,887           | 255,887                        | -                                |
| General Fund Support                                | -                  | 1,002,404          | 1,091,174                    | 795,195                           | 1,106,184         | 15,010                         | 1%                               |
| <b>Operating Revenue</b>                            | -                  | <b>1,006,475</b>   | <b>1,091,174</b>             | <b>795,195</b>                    | <b>1,490,646</b>  | <b>399,472</b>                 | <b>37%</b>                       |
| <b>Total Revenue</b>                                | -                  | <b>1,006,475</b>   | <b>1,091,174</b>             | <b>795,195</b>                    | <b>1,490,646</b>  | <b>399,472</b>                 | <b>37%</b>                       |
| Personnel Services                                  | -                  | 604,480            | 981,278                      | 699,959                           | 1,318,380         | 337,102                        | 34%                              |
| Materials and Services                              | -                  | 82,922             | 109,896                      | 95,236                            | 172,266           | 62,370                         | 57%                              |
| <b>Operating Expense</b>                            | -                  | <b>687,402</b>     | <b>1,091,174</b>             | <b>795,195</b>                    | <b>1,490,646</b>  | <b>399,472</b>                 | <b>37%</b>                       |
| <b>Total Expense</b>                                | -                  | <b>687,402</b>     | <b>1,091,174</b>             | <b>795,195</b>                    | <b>1,490,646</b>  | <b>399,472</b>                 | <b>37%</b>                       |
| <b>Revenues Less Expenses</b>                       | -                  | 319,073            | -                            | -                                 | -                 |                                |                                  |

Notes:  
This program provides financial management services to the Sheriff, CCSSO employees, Advisory Committees, & County decision-makers so they can effectively manage public funds & tie resources to expected results in the interest of public safety.



# Administration

## Operational Support

### Purpose Statement

The purpose of the Operational Support Program is to provide essential human resources, technology, records, and fleet services to Sheriff's Office employees so they have the resources they need to protect and maintain safe communities.

### Performance Narrative Statement

The program ensures the hiring of qualified employees, accuracy of criminal and arrest records, and technology to support CCSO programs. The program works collaboratively with County Technology Services, Fleet, Facilities, and Human Resources to meet the needs of a 24x7 public safety operation.

### Key Performance Measures

|        |   | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|---|-------------|-------------|-------------|-------------|-------------|
| Result | % of positions that are filled                                  | 96.4%       | 92.5%       | 95.0%       | 89.0%       | 95.0%       |
| Result | % of time that critical technology is available                 | 99.7%       | 99.6%       | 99.0%       | 99.8%       | 99.0%       |
| Result | % of records requests that are fulfilled within 5 calendar days | 68.6%       | 57.0%       | 90.0%       | 43.0%       | 90.0%       |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



**210103-Operational Support**

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

**Budget Summary**

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>296,003</b>     | -                  | <b>732,377</b>               | -                                 | -                 | <b>(732,377)</b>               | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations  | 21,303             | 54,627             | -                            | 467,251                           | 315,948           | 315,948                        | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 256,841            | 346,003            | 323,000                      | 332,528                           | 2,523,410         | 2,200,410                      | 681%                             |
| Revenue from Bonds & Other Debts                    | 83,638             | 45,935             | 5,000                        | 48,000                            | -                 | (5,000)                        | -100%                            |
| All Other Revenue Resources                         | 5,863              | 38,017             | 7,500                        | -                                 | 15,000            | 7,500                          | 100%                             |
| Other Interfund Transfers                           | 7,555,768          | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 7,063,633          | 9,917,996                    | 10,259,994                        | 6,933,049         | (2,984,947)                    | -30%                             |
| <b>Operating Revenue</b>                            | <b>7,923,412</b>   | <b>7,548,215</b>   | <b>10,253,496</b>            | <b>11,107,773</b>                 | <b>9,787,407</b>  | <b>(466,089)</b>               | <b>-5%</b>                       |
| <b>Total Revenue</b>                                | <b>8,219,416</b>   | <b>7,548,215</b>   | <b>10,985,873</b>            | <b>11,107,773</b>                 | <b>9,787,407</b>  | <b>(1,198,466)</b>             | <b>-11%</b>                      |
| Personnel Services                                  | 3,897,529          | 4,237,088          | 4,499,995                    | 4,702,615                         | 4,925,611         | 425,616                        | 9%                               |
| Materials and Services                              | 3,706,469          | 3,487,389          | 4,615,154                    | 4,409,052                         | 3,296,396         | (1,318,758)                    | -29%                             |
| Capital Outlay                                      | 1,209,077          | 1,411,874          | 1,870,724                    | 1,916,071                         | 1,565,400         | (305,324)                      | -16%                             |
| <b>Operating Expense</b>                            | <b>8,813,075</b>   | <b>9,136,352</b>   | <b>10,985,873</b>            | <b>11,027,738</b>                 | <b>9,787,407</b>  | <b>(1,198,466)</b>             | <b>-11%</b>                      |
| <b>Total Expense</b>                                | <b>8,813,075</b>   | <b>9,136,352</b>   | <b>10,985,873</b>            | <b>11,027,738</b>                 | <b>9,787,407</b>  | <b>(1,198,466)</b>             | <b>-11%</b>                      |

**Revenues Less Expenses** (593,659) (1,588,137) - 80,035 -

Notes:  
 The purpose of the Operational Support Program is to provide essential human resources, technology, records, and fleet services to Sheriff's Office employees so they have the resources they need to protect and maintain safe communities.



# Administration

## Professional Standards Program

### Purpose Statement

The purpose of the Professional Standards Program is to provide internal investigative services to the Sheriff, Sheriff's Office employees, and the public so they can continually improve the professional standards of the Clackamas County Sheriff's Office and receive thorough, impartial, and timely responses to complaints.

### Performance Narrative Statement

These resources will provide internal investigative services to CCSO. The program offers transparency and accountability, ensuring that complaints are investigated and responded to in a timely manner.

### Key Performance Measures

|        |  | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------|-------------|-------------|-------------|-------------|
| Result | % of Internal Affairs Investigations that are completed within 90 days | 82%         | 96.0%       | 75%         | 93.0%       | 80%         |
| Result | % of Service Investigations that are completed within 30 days          | 59.7%       | 69.9%       | 75%         | 82.0%       | 75%         |

Program includes:

Mandated Services

Shared Services

Grant Funding

### Explanation

#### Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



210104-Professional Standards

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>(467,088)</b>   | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | 8,441              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 71,508            | 71,508                         | -                                |
| Other Interfund Transfers                           | 201,220            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 658,796            | 248,731                      | 216,955                           | 214,376           | (34,355)                       | -14%                             |
| <b>Operating Revenue</b>                            | <b>201,220</b>     | <b>667,237</b>     | <b>248,731</b>               | <b>216,955</b>                    | <b>285,884</b>    | <b>37,153</b>                  | <b>15%</b>                       |
| <b>Total Revenue</b>                                | <b>(265,868)</b>   | <b>667,237</b>     | <b>248,731</b>               | <b>216,955</b>                    | <b>285,884</b>    | <b>37,153</b>                  | <b>15%</b>                       |
| Personnel Services                                  | 666,408            | 389,970            | 221,358                      | 195,701                           | 257,733           | 36,375                         | 16%                              |
| Materials and Services                              | 10,635             | 44,674             | 27,373                       | 21,254                            | 28,151            | 778                            | 3%                               |
| <b>Operating Expense</b>                            | <b>677,042</b>     | <b>434,643</b>     | <b>248,731</b>               | <b>216,955</b>                    | <b>285,884</b>    | <b>37,153</b>                  | <b>15%</b>                       |
| <b>Total Expense</b>                                | <b>677,042</b>     | <b>434,643</b>     | <b>248,731</b>               | <b>216,955</b>                    | <b>285,884</b>    | <b>37,153</b>                  | <b>15%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>(942,911)</b>   | <b>232,593</b>     | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 This program provides internal investigative services to the Sheriff, CCSO employees, & the public so they can continually improve the professional standards of the CCSO & receive thorough, impartial, & timely responses to complaints.



# Administration

## Public Information Office

### Purpose Statement

The purpose of the Public Information Unit (PIU) Program is to provide information, multimedia communications, community outreach, and education services to Sheriff's Office employees, community partners, and the public so they can learn about Sheriff's Office activities, be informed about public safety matters, and engage with the Sheriff's Office mission.

### Performance Narrative Statement

The program provides strategic outreach, information, and engagement for CCSO to employees and the community. The program focuses on building public trust and awareness through regular and transparent communication regarding public safety in Clackamas County.

### Key Performance Measures

|        |  | CY20 Actual       | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------------|-------------|-------------|-------------|-------------|
| Result | % of community survey respondents who report they have a positive view of the Sheriff's Office | No Data Collected | 76.0%       | No Baseline | N/A         | No Baseline |
| Result | % change in social media followers   | 13%               | 1.7%        | 5%          | 1.9%        | 0%          |
| Result | % change in Sheriff's Office website visits  | 13%               | -4%         | 5%          | -11.9%      | 0%          |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



210105-Public Information Office (PIO)

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | 4,071              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 178,690           | 178,690                        | -                                |
| General Fund Support                                | -                  | 816,000            | 517,854                      | 491,773                           | 640,255           | 122,401                        | 24%                              |
| <b>Operating Revenue</b>                            | -                  | <b>820,071</b>     | <b>517,854</b>               | <b>491,773</b>                    | <b>818,945</b>    | <b>301,091</b>                 | <b>58%</b>                       |
| <b>Total Revenue</b>                                | -                  | <b>820,071</b>     | <b>517,854</b>               | <b>491,773</b>                    | <b>818,945</b>    | <b>301,091</b>                 | <b>58%</b>                       |
| Personnel Services                                  | -                  | 355,163            | 457,986                      | 436,205                           | 727,334           | 269,348                        | 59%                              |
| Materials and Services                              | -                  | 84,867             | 59,868                       | 55,568                            | 91,611            | 31,743                         | 53%                              |
| <b>Operating Expense</b>                            | -                  | <b>440,031</b>     | <b>517,854</b>               | <b>491,773</b>                    | <b>818,945</b>    | <b>301,091</b>                 | <b>58%</b>                       |
| <b>Total Expense</b>                                | -                  | <b>440,031</b>     | <b>517,854</b>               | <b>491,773</b>                    | <b>818,945</b>    | <b>301,091</b>                 | <b>58%</b>                       |
| <b>Revenues Less Expenses</b>                       | -                  | 380,040            | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 Provides information, multimedia communications, community outreach, & education services to CCSO employees, community partners, & the public so they can learn about CCSO activities, be informed of public safety matters, & engage with CCSO's mission.



# Law Enforcement

## City of Estacada

### Purpose Statement

The purpose of the City of Estacada Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Estacada so they can enjoy safe, livable communities.

### Performance Narrative Statement

The city contracts with CCSO to provide comprehensive public safety services. This contract also allows access to specialized units such as K-9 and SWAT to meet this rural city's unique challenges.

### Key Performance Measures

|        |  | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------|-------------|-------------|-------------|-------------|
| Result | % change in reported crimes against persons  | 10.1%       | 41.0%       | 0.0%        | -2.6%       | 0.0%        |
| Result | % change in reported property crimes   | 13.1%       | 15.1%       | 0.0%        | -0.3%       | 0.0%        |
| Result | % of deputy activity that is self-initiated  | 44.3%       | 38.3%       | 40.0%       | 39.5%       | 40.0%       |
| Result | % of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes | 34.5%       | 37.9%       | 50.0%       | 32.9%       | 50.0%       |

Program includes:

Mandated Services  Yes

Shared Services  No

Grant Funding  No

#### Explanation

#### Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | 12,605             | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 716,207            | 813,302                      | 813,302                           | 884,564           | 71,262                         | 9%                               |
| <b>Operating Revenue</b>                            | -                  | <b>728,811</b>     | <b>813,302</b>               | <b>813,302</b>                    | <b>884,564</b>    | <b>71,262</b>                  | <b>9%</b>                        |
| <b>Total Revenue</b>                                | -                  | <b>728,811</b>     | <b>813,302</b>               | <b>813,302</b>                    | <b>884,564</b>    | <b>71,262</b>                  | <b>9%</b>                        |
| Personnel Services                                  | -                  | 586,613            | 566,970                      | 633,306                           | 620,855           | 53,885                         | 10%                              |
| Materials and Services                              | -                  | 118,252            | 220,320                      | 153,984                           | 226,598           | 6,278                          | 3%                               |
| Capital Outlay                                      | -                  | 23,946             | 26,012                       | 26,012                            | 37,111            | 11,099                         | 43%                              |
| <b>Operating Expense</b>                            | -                  | <b>728,811</b>     | <b>813,302</b>               | <b>813,302</b>                    | <b>884,564</b>    | <b>71,262</b>                  | <b>9%</b>                        |
| <b>Total Expense</b>                                | -                  | <b>728,811</b>     | <b>813,302</b>               | <b>813,302</b>                    | <b>884,564</b>    | <b>71,262</b>                  | <b>9%</b>                        |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 The purpose of the City of Estacada Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Estacada so they can enjoy safe, livable communities.



# Law Enforcement City of Happy Valley

## Purpose Statement

The purpose of the City of Happy Valley Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Happy Valley so they can enjoy safe, livable communities.

## Performance Narrative Statement

The city contracts with CCSO to provide comprehensive public safety services. This contract also allows access to specialized units such as K-9 and SWAT to meet this city's unique challenges.

## Key Performance Measures

|        |  | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------|-------------|-------------|-------------|-------------|
| Result | % change in reported property crimes   | 4.4%        | 12.2%       | 0.0%        | 4.0%        | 0.0%        |
| Result | % of deputy activity that is self-initiated  | 54.9%       | 52.1%       | 50.0%       | 56.8%       | 50.0%       |
| Result | % of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes | 32.9%       | 33.6%       | 50.0%       | 29.0%       | 50.0%       |

Program includes:

Mandated Services

Shared Services

Grant Funding

**Explanation**

**Mandated Services:**

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3)Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4)Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5)Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | 67,261             | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 4,012,516          | 4,719,872                    | 4,719,872                         | 4,678,434         | (41,438)                       | -1%                              |
| All Other Revenue Resources                         | -                  | 56                 | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | -                  | <b>4,079,833</b>   | <b>4,719,872</b>             | <b>4,719,872</b>                  | <b>4,678,434</b>  | <b>(41,438)</b>                | <b>-1%</b>                       |
| <b>Total Revenue</b>                                | -                  | <b>4,079,833</b>   | <b>4,719,872</b>             | <b>4,719,872</b>                  | <b>4,678,434</b>  | <b>(41,438)</b>                | <b>-1%</b>                       |
| Personnel Services                                  | -                  | 3,278,367          | 3,223,892                    | 3,671,292                         | 3,320,006         | 96,114                         | 3%                               |
| Materials and Services                              | -                  | 676,788            | 1,371,302                    | 923,902                           | 1,179,518         | (191,784)                      | -14%                             |
| Capital Outlay                                      | -                  | 124,678            | 124,678                      | 124,678                           | 178,910           | 54,232                         | 43%                              |
| <b>Operating Expense</b>                            | -                  | <b>4,079,833</b>   | <b>4,719,872</b>             | <b>4,719,872</b>                  | <b>4,678,434</b>  | <b>(41,438)</b>                | <b>-1%</b>                       |
| <b>Total Expense</b>                                | -                  | <b>4,079,833</b>   | <b>4,719,872</b>             | <b>4,719,872</b>                  | <b>4,678,434</b>  | <b>(41,438)</b>                | <b>-1%</b>                       |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:

The purpose of the City of Happy Valley Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Happy Valley so they can enjoy safe, livable communities.



# Law Enforcement

## City of Wilsonville

### Purpose Statement

The purpose of the City of Wilsonville Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Wilsonville so they can enjoy safe, livable communities.

### Performance Narrative Statement

The city contracts with CCSO to provide comprehensive public safety services. This contract also allows access to specialized units such as K-9 and SWAT to meet this city's unique challenges.

### Key Performance Measures

|        |  | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------|-------------|-------------|-------------|-------------|
| Result | % change in reported property crimes   | 13.0%       | 2.1%        | 0.0%        | -5.0%       | 10.0%       |
| Result | % of deputy activity that is self-initiated  | 42.0%       | 33.0%       | 48.0%       | 40.5%       | 40.0%       |
| Result | % of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes | 48.0%       | 41.6%       | 50.0%       | 45.0%       | 50.0%       |

Program includes:

Mandated Services  Yes

Shared Services  No

Grant Funding  No

### Explanation

#### Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | 61,505             | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 4,990,517          | 5,890,878                    | 5,890,878                         | 6,003,284         | 112,406                        | 2%                               |
| <b>Operating Revenue</b>                            | -                  | <b>5,052,022</b>   | <b>5,890,878</b>             | <b>5,890,878</b>                  | <b>6,003,284</b>  | <b>112,406</b>                 | <b>2%</b>                        |
| <b>Total Revenue</b>                                | -                  | <b>5,052,022</b>   | <b>5,890,878</b>             | <b>5,890,878</b>                  | <b>6,003,284</b>  | <b>112,406</b>                 | <b>2%</b>                        |
| Personnel Services                                  | -                  | 4,061,613          | 3,869,363                    | 4,394,638                         | 4,124,087         | 254,724                        | 7%                               |
| Materials and Services                              | -                  | 834,173            | 1,860,548                    | 1,335,273                         | 1,659,828         | (200,720)                      | -11%                             |
| Capital Outlay                                      | -                  | 156,236            | 160,967                      | 160,967                           | 219,369           | 58,402                         | 36%                              |
| <b>Operating Expense</b>                            | -                  | <b>5,052,022</b>   | <b>5,890,878</b>             | <b>5,890,878</b>                  | <b>6,003,284</b>  | <b>112,406</b>                 | <b>2%</b>                        |
| <b>Total Expense</b>                                | -                  | <b>5,052,022</b>   | <b>5,890,878</b>             | <b>5,890,878</b>                  | <b>6,003,284</b>  | <b>112,406</b>                 | <b>2%</b>                        |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 The purpose of the City of Wilsonville Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Wilsonville so they can enjoy safe, livable communities.



# Law Enforcement

## Critical Incident Response

### Purpose Statement

The purpose of the Critical Incident Response Program is to provide specially equipped and trained personnel and emergency response services to the public and other law enforcement agencies so they can experience safe resolutions to extraordinary, critical situations.

### Performance Narrative Statement

The program includes SWAT, Crisis Negotiation Team (CNT), Explosive Device Unit (EDU), Search and Rescue (SAR), and DIVE.

### Key Performance Measures

|        |  | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------|-------------|-------------|-------------|-------------|
| Result | % of Special Weapons and Tactics (SWAT), Crisis Negotiation Team (CNT), Corrections Emergency Response Team (CERT), and Explosive Device Unit (EDU) responses that result in no serious physical injury or death | 100.0%      | 100.0%      | 100.0%      | 100.0%      | 100.0%      |
| Result | % of Search and Rescue (SAR) and Dive/Rescue Team responses that result in the subject being rescued or recovered  | 93.9%       | 100.0%      | 93.0%       | 99.0%       | 93.0%       |

Program includes:

Mandated Services  Yes

Shared Services  No

Grant Funding  No

### Explanation

#### Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



210205-Critical Incident Response

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | 4,237              | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 371,364            | 92,873                       | 442,320                           | 394,586           | 301,713                        | 325%                             |
| <b>Operating Revenue</b>                           | -                  | <b>375,601</b>     | <b>92,873</b>                | <b>442,320</b>                    | <b>394,586</b>    | <b>301,713</b>                 | <b>325%</b>                      |
| <b>Total Revenue</b>                               | -                  | <b>375,601</b>     | <b>92,873</b>                | <b>442,320</b>                    | <b>394,586</b>    | <b>301,713</b>                 | <b>325%</b>                      |
| Personnel Services                                 | -                  | 283,999            | -                            | 349,447                           | 213,085           | 213,085                        | -                                |
| Materials and Services                             | -                  | 144,451            | 92,873                       | 92,873                            | 181,501           | 88,628                         | 95%                              |
| Capital Outlay                                     | -                  | 13,798             | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                           | -                  | <b>442,248</b>     | <b>92,873</b>                | <b>442,320</b>                    | <b>394,586</b>    | <b>301,713</b>                 | <b>325%</b>                      |
| <b>Total Expense</b>                               | -                  | <b>442,248</b>     | <b>92,873</b>                | <b>442,320</b>                    | <b>394,586</b>    | <b>301,713</b>                 | <b>325%</b>                      |
| <b>Revenues Less Expenses</b>                      | -                  | (66,647)           | -                            | -                                 | -                 | -                              | -                                |

Notes:

The purpose of the Critical Incident Response Program is to provide specially equipped and trained personnel and emergency response services to the public and other law enforcement agencies so they can experience safe resolutions to extraordinary, critical



# Law Enforcement

## Enhanced Law Enforcement District (ELED)

### Purpose Statement

The purpose of the Enhanced Law Enforcement District (ELED) Program is to provide enhanced public safety, community partnership, education, and law enforcement services to those who live, work, and play within the ELED so they can enjoy safe, livable communities.

### Performance Narrative Statement

The program provides patrol services to residents of the unincorporated areas of Clackamas County within the Metropolitan Urban Growth Boundary, ensuring the protection of life, property, and individual rights. The program has access to CCSO special units such as special weapons and tactics (SWAT), search and rescue (SAR), marine, and a K-9 unit.

### Key Performance Measures

|        |  | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------|-------------|-------------|-------------|-------------|
| Result | % change in reported crimes against persons  | 5.3%        | -0.1%       | 0.0%        | -1.0%       | 0.0%        |
| Result | % change in reported property crimes   | 5.4%        | 11.5%       | 0.0%        | -7.9%       | 0.0%        |
| Result | % of deputy activity that is self-initiated  | 31.0%       | 30.9%       | 40.0%       | 33.5%       | 40.0%       |
| Result | % of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes | 48.4%       | 43.0%       | 50.0%       | 46.1%       | 50.0%       |

Program includes:

Mandated Services  Yes

Shared Services  No

Grant Funding  No

### Explanation

#### Mandated Services:

The Enhanced Law Enforcement District was approved by the voters in 1994, outlining the services provided in the incorporated documents.



**210206-Enhanced Law Enforcement District (ELED)**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>29,138</b>      | -                  | -                            | <b>61,014</b>                     | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 76,218             | 171,568            | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 6                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | 6,536,296          | 6,370,536          | 6,436,639                    | 5,806,906                         | 6,362,834         | (73,805)                       | -1%                              |
| <b>Operating Revenue</b>                            | <b>6,612,521</b>   | <b>6,542,104</b>   | <b>6,436,639</b>             | <b>5,806,906</b>                  | <b>6,362,834</b>  | <b>(73,805)</b>                | <b>-1%</b>                       |
| <b>Total Revenue</b>                                | <b>6,641,659</b>   | <b>6,542,104</b>   | <b>6,436,639</b>             | <b>5,867,920</b>                  | <b>6,362,834</b>  | <b>(73,805)</b>                | <b>-1%</b>                       |
| Personnel Services                                  | 6,651,520          | 6,481,091          | 6,436,639                    | 5,867,920                         | 6,362,834         | (73,805)                       | -1%                              |
| Materials and Services                              | 239,138            | (119)              | -                            | -                                 | -                 | -                              | -                                |
| Capital Outlay                                      | 5,698              | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>6,896,357</b>   | <b>6,480,972</b>   | <b>6,436,639</b>             | <b>5,867,920</b>                  | <b>6,362,834</b>  | <b>(73,805)</b>                | <b>-1%</b>                       |
| <b>Total Expense</b>                                | <b>6,896,357</b>   | <b>6,480,972</b>   | <b>6,436,639</b>             | <b>5,867,920</b>                  | <b>6,362,834</b>  | <b>(73,805)</b>                | <b>-1%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>(254,698)</b>   | <b>61,133</b>      | -                            | -                                 | -                 | -                              | -                                |

Notes:

The Enhanced Law Enforcement District (ELED) Program provides enhanced public safety, community partnership, education, and law enforcement services to those who live, work, and play within the ELED so they can enjoy safe, livable communities.



# Law Enforcement Family Justice Center (FJC)

## Purpose Statement

The purpose of the Family Justice Center (FJC) Program is to provide comprehensive and coordinated victim services from public and non-profit agencies to vulnerable victims of crime so they can live a life free of violence.

## Performance Narrative Statement

This program is a partnership between public and non-profit agencies. The program provides holistic, trauma-informed services to survivors and their children experiencing domestic violence, sexual violence, human trafficking, and elder abuse.

## Key Performance Measures

|        |   | CY20 Actual       | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|---|-------------------|-------------|-------------|-------------|-------------|
| Result | By 2025, the Clackamas County FJC will be operating in an adequate facility with appropriate staff capacity to deliver needed services to residents | 10.0%             | 5.0%        | 5.0%        | 10.0%       | 10.0%       |
| Result | % of FJC cases that are referred to the District Attorney's Office for a prosecution decision   | No Data Collected | 37.4%       | No Baseline | 44.0%       | No Baseline |
| Result | % of new visitors who are referred by law enforcement   | 27.3%             | 38.1%       | 30.0%       | 26.0%       | 30.0%       |
| Result | % of protective orders filed at the FJC that are granted  | 89.0%             | 86.0%       | 85.0%       | 86.0%       | 85.0%       |
| Result | % of FJC survey respondents who report they were treated with respect   | 99.3%             | 100.0%      | 95.0%       | 100.0%      | 95.0%       |

Program includes:

Mandated Service  No

Shared Services  No

Grant Funding  No

Explanation



210207-Family Justice Center (FJC)

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>175,846</b>     | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 6,296              | 30,130             | -                            | -                                 | 87,299            | 87,299                         | -                                |
| All Other Revenue Resources                        | 1,635              | 15                 | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                          | 1,780,560          | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 1,945,778          | 1,794,930                    | 1,705,493                         | 1,706,243         | (88,687)                       | -5%                              |
| <b>Operating Revenue</b>                           | <b>1,788,491</b>   | <b>1,975,923</b>   | <b>1,794,930</b>             | <b>1,705,493</b>                  | <b>1,793,542</b>  | <b>(1,388)</b>                 | <b>0%</b>                        |
| <b>Total Revenue</b>                               | <b>1,964,337</b>   | <b>1,975,923</b>   | <b>1,794,930</b>             | <b>1,705,493</b>                  | <b>1,793,542</b>  | <b>(1,388)</b>                 | <b>0%</b>                        |
| Personnel Services                                 | 1,574,915          | 1,628,646          | 1,590,076                    | 1,490,640                         | 1,540,168         | (49,908)                       | -3%                              |
| Materials and Services                             | 219,925            | 204,245            | 204,853                      | 214,853                           | 253,374           | 48,521                         | 24%                              |
| <b>Operating Expense</b>                           | <b>1,794,840</b>   | <b>1,832,891</b>   | <b>1,794,929</b>             | <b>1,705,493</b>                  | <b>1,793,542</b>  | <b>(1,387)</b>                 | <b>0%</b>                        |
| <b>Total Expense</b>                               | <b>1,794,840</b>   | <b>1,832,891</b>   | <b>1,794,929</b>             | <b>1,705,493</b>                  | <b>1,793,542</b>  | <b>(1,387)</b>                 | <b>0%</b>                        |
| <b>Revenues Less Expenses</b>                      | <b>169,496</b>     | <b>143,032</b>     | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:  
 The purpose of the Family Justice Center (FJC) Program is to provide comprehensive and coordinated victim services from public and non-profit agencies to vulnerable victims of crime so they can live a life free of violence.



# Law Enforcement Investigations

## Purpose Statement

The purpose of the Investigations Program is to provide comprehensive investigative services and secure evidence storage for prosecutors, other law enforcement agencies, and victims of crime so they can hold offenders accountable and achieve justice.

## Performance Narrative Statement

The program is committed to long-term and in-depth investigations that hold offenders accountable in the pursuit of justice. Program services include personnel with specialized expertise in the disciplines of forensic examinations, crimes against children, human trafficking, property investigations, violent crimes, and narcotics investigations. In partnership with the patrol program, outside agencies, and the community, the program serves the public by providing investigative expertise and secure evidence storage.

## Key Performance Measures

|        |  | CY20 Actual       | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------------|-------------|-------------|-------------|-------------|
| Result | % of Investigations cases that are referred to the District Attorney's Office for a prosecution decision | No Data Collected | 30%         | No Baseline | 28.1%       | No Baseline |
| Result | % compliance with the annual property room audit   | 100%              | 100%        | 100%        | 100%        | 100%        |

Program includes:

Mandated Services  Yes

Shared Services  No

Grant Funding  No

**Mandated Services:** Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>(108,818)</b>   | <b>344,659</b>     | <b>(580,075)</b>             | <b>710,075</b>                    | <b>-</b>          | <b>580,075</b>                 | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations  | 192,978            | 716,900            | 50,075                       | 490,000                           | 19,841            | (30,234)                       | -60%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 50                 | 112                | 5,000                        | -                                 | -                 | (5,000)                        | -100%                            |
| Revenue from Bonds & Other Debts                    | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | 1,851              | 43,982             | 15,000                       | -                                 | 12,500            | (2,500)                        | -17%                             |
| Other Interfund Transfers                           | 7,561,258          | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 6,681,427          | 7,058,945                    | 6,475,453                         | 7,445,683         | 386,738                        | 5%                               |
| <b>Operating Revenue</b>                            | <b>7,756,137</b>   | <b>7,442,420</b>   | <b>7,129,020</b>             | <b>6,965,453</b>                  | <b>7,478,023</b>  | <b>349,003</b>                 | <b>5%</b>                        |
| <b>Total Revenue</b>                                | <b>7,647,319</b>   | <b>7,787,079</b>   | <b>6,548,945</b>             | <b>7,675,528</b>                  | <b>7,478,023</b>  | <b>929,078</b>                 | <b>14%</b>                       |
| Personnel Services                                  | 6,889,386          | 5,469,401          | 6,593,403                    | 6,464,767                         | 6,729,604         | 136,201                        | 2%                               |
| Materials and Services                              | 890,702            | 612,416            | (44,459)                     | 668,868                           | 748,419           | 792,878                        | -1783%                           |
| Capital Outlay                                      | 98,014             | 179,694            | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>7,878,102</b>   | <b>6,261,511</b>   | <b>6,548,944</b>             | <b>7,133,635</b>                  | <b>7,478,023</b>  | <b>929,079</b>                 | <b>14%</b>                       |
| <b>Total Expense</b>                                | <b>7,878,102</b>   | <b>6,261,511</b>   | <b>6,548,944</b>             | <b>7,133,635</b>                  | <b>7,478,023</b>  | <b>929,079</b>                 | <b>14%</b>                       |

**Revenues Less Expenses** (230,783) 1,525,568 - 541,893 -

Notes:  
 The purpose of the Investigations Program is to provide comprehensive investigative services and secure evidence storage for prosecutors, other law enforcement agencies, and victims of crime so they can hold offenders accountable and achieve justice.



# Law Enforcement

## Patrol Program

### Purpose Statement

The purpose of the Patrol Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Clackamas County so they can enjoy safe, livable communities.

### Performance Narrative Statement

The program provides patrol services to ensure protection of life, property, and individual rights, utilizing uniformed officers who employ a proactive, community policing approach rather than a reactive approach to policing whenever possible. The program is solely responsible for patrolling County roads and waterways and includes special units such as special weapons and tactics (SWAT), search and rescue (SAR), and a K-9 unit.

### Key Performance Measures

|        |   | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|---|-------------|-------------|-------------|-------------|-------------|
| Result | % change in reported crimes against persons   | 1.9%        | -2.0%       | 0.0%        | 2.3%        | 0.0%        |
| Result | % change in reported property crimes  | 1.9%        | 12.2%       | 0.0%        | -3.7%       | 0.0%        |
| Result | % of deputy activity that is self-initiated   | 32.1%       | 32.0%       | 40.0%       | 34.7%       | 40.0%       |
| Result | % of inlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes   | 48.1%       | 42.0%       | 50.0%       | 45.3%       | 50.0%       |
| Result | % of outlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 20 minutes | 69.2%       | 67.9%       | 60.0%       | 65.0%       | 60.0%       |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y

#### Explanation

#### Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]





# Law Enforcement

## Traffic Enforcement Program

### Purpose Statement

The purpose of the Traffic Enforcement Program is to provide traffic enforcement and education services to those who live, work, and play in Clackamas County so they can enjoy safe roadways.

### Performance Narrative Statement

The team provides focused enforcement efforts on county roadways, emphasizing violations that cause motor vehicle accidents. Through grant funding, the program participates in special enforcement initiatives. The program collaborates with CCSO crime analysts to identify and patrol trouble areas. Additionally, the program responds to citizen-reported traffic issues and presents traffic safety programs to schools and county civic groups.

### Key Performance Measures

|        |  | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------|-------------|-------------|-------------|-------------|
| Result | % change in fatalities that result from traffic crashes occurring on County roadways | 92.5%       | 131.0%      | -10.0%      | 6.0%        | -10.0%      |
| Result | % change in traffic crashes occurring in the five highest accident-risk areas        | 168.0%      | 6.2%        | -10.0%      | -16.1%      | -10.0%      |
| Result | % of traffic crash Calls for Service responded to by the Traffic Enforcement Unit    | 6.1%        | 5.6%        | 5.0%        | 7.5%        | 5.0%        |

Program includes:

Mandated Service  Yes

Shared Services  No

Grant Funding  Yes

**Explanation**

**Mandated Services:**

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

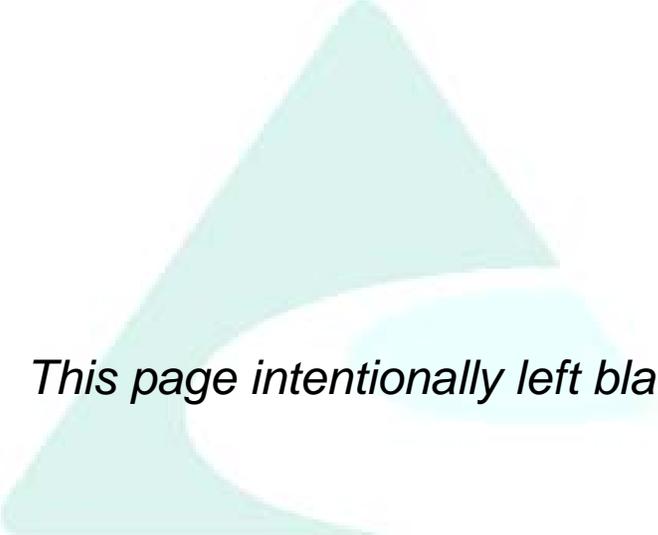
- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | 62,084             | 140,000                      | 83,750                            | 253,650           | 113,650                        | 81%                              |
| All Other Revenue Resources                        | -                  | -                  | 10,000                       | -                                 | -                 | (10,000)                       | -100%                            |
| General Fund Support                               | -                  | 575,929            | 564,038                      | 1,151,478                         | 858,778           | 294,740                        | 52%                              |
| <b>Operating Revenue</b>                           | -                  | <b>638,013</b>     | <b>714,038</b>               | <b>1,235,228</b>                  | <b>1,112,428</b>  | <b>398,390</b>                 | <b>56%</b>                       |
| <b>Total Revenue</b>                               | -                  | <b>638,013</b>     | <b>714,038</b>               | <b>1,235,228</b>                  | <b>1,112,428</b>  | <b>398,390</b>                 | <b>56%</b>                       |
| Personnel Services                                 | -                  | 692,196            | 666,921                      | 1,180,460                         | 1,013,167         | 346,246                        | 52%                              |
| Materials and Services                             | -                  | 66,572             | 47,118                       | 54,768                            | 99,261            | 52,143                         | 111%                             |
| <b>Operating Expense</b>                           | -                  | <b>758,768</b>     | <b>714,039</b>               | <b>1,235,228</b>                  | <b>1,112,428</b>  | <b>398,389</b>                 | <b>56%</b>                       |
| <b>Total Expense</b>                               | -                  | <b>758,768</b>     | <b>714,039</b>               | <b>1,235,228</b>                  | <b>1,112,428</b>  | <b>398,389</b>                 | <b>56%</b>                       |
| <b>Revenues Less Expenses</b>                      | -                  | (120,755)          | -                            | -                                 | -                 | -                              | -                                |

Notes:

The purpose of the Traffic Enforcement Program is to provide traffic enforcement and education services to those who live, work, and play in Clackamas County so they can enjoy safe roadways.



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**CLACKAMAS**  
C O U N T Y



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Requested<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|--------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | 710,075                      | -                                 | 541,893                        | (168,182)                      | -24%                             |
| Federal, State, Local, All Other Gifts & Donations | -                  | -                  | 164,925                      | -                                 | 425,000                        | 260,075                        | 158%                             |
| <b>Operating Revenue</b>                           | -                  | -                  | 164,925                      | -                                 | 425,000                        | 260,075                        | 158%                             |
| <b>Total Revenue</b>                               | -                  | -                  | 875,000                      | -                                 | 966,893                        | 91,893                         | 11%                              |
| Personnel Services                                 | -                  | -                  | 222,810                      | -                                 | -                              | (222,810)                      | -100%                            |
| Materials and Services                             | -                  | -                  | 652,190                      | -                                 | 966,893                        | 314,703                        | 48%                              |
| Capital Outlay                                     | -                  | -                  | -                            | -                                 | -                              | -                              | -                                |
| <b>Operating Expense</b>                           | -                  | -                  | 875,000                      | -                                 | 966,893                        | 91,893                         | 11%                              |
| <b>Total Expense</b>                               | -                  | -                  | 875,000                      | -                                 | 966,893                        | 91,893                         | 11%                              |
| <b>Revenues Less Expenses</b>                      | -                  | -                  | -                            | -                                 | -                              | -                              | -                                |

Notes:



**Purpose Statement**

The purpose of the Civil Program is to provide court security services and to execute the process and orders of the court for court employees and members of the public so they can experience a safe court environment and have process served in a proper and timely manner.

**Performance Narrative Statement**

The program is responsible for serving the civil process, providing security for courtrooms spread between the county courthouse, juvenile building, and justice court, and transport of individuals in custody to and from the courthouse for trial, sentencing, and appearances. The civil program supervises the concealed handgun licensing program.

**Key Performance Measures**

|        |  | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|--|-------------|-------------|-------------|-------------|-------------|
| Result | % change in security incident rate   | 0.0%        | 0.01%       | 0.0%        | 0.01%       | 0.0%        |
| Result | % of process delivered for service that are attempted within 7 business days           | 89.8%       | 88.0%       | 90.0%       | 93.0%       | 90.0%       |
| Result | % of process delivered for service that are entered or rejected within 3 business days | 98.0%       | 99.0%       | 97.0%       | 96.0%       | 99.0%       |

Program includes:

Mandated Service  Yes

Shared Services  No

Grant Funding  No

**Explanation**

**Mandated Services:**

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>333,961</b>     | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 24,320             | 118,180            | 5,000                        | -                                 | -                 | (5,000)                        | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 775,914            | 1,064,207          | 847,000                      | 1,158,000                         | 1,264,534         | 417,534                        | 49%                              |
| All Other Revenue Resources                         | 101                | 1,001              | 1,000                        | -                                 | -                 | (1,000)                        | -100%                            |
| Other Interfund Transfers                           | 3,661,614          | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 4,341,694          | 4,610,037                    | 4,633,402                         | 5,088,958         | 478,921                        | 10%                              |
| <b>Operating Revenue</b>                            | <b>4,461,950</b>   | <b>5,525,082</b>   | <b>5,463,037</b>             | <b>5,791,402</b>                  | <b>6,353,492</b>  | <b>890,455</b>                 | <b>16%</b>                       |
| <b>Total Revenue</b>                                | <b>4,795,910</b>   | <b>5,525,082</b>   | <b>5,463,037</b>             | <b>5,791,402</b>                  | <b>6,353,492</b>  | <b>890,455</b>                 | <b>16%</b>                       |
| Personnel Services                                  | 4,245,471          | 4,532,513          | 4,805,872                    | 4,657,687                         | 5,006,971         | 201,099                        | 4%                               |
| Materials and Services                              | 344,898            | 890,488            | 657,166                      | 1,118,715                         | 1,346,521         | 689,355                        | 105%                             |
| Capital Outlay                                      | -                  | -                  | -                            | 15,000                            | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>4,590,370</b>   | <b>5,423,001</b>   | <b>5,463,038</b>             | <b>5,791,402</b>                  | <b>6,353,492</b>  | <b>890,454</b>                 | <b>16%</b>                       |
| <b>Total Expense</b>                                | <b>4,590,370</b>   | <b>5,423,001</b>   | <b>5,463,038</b>             | <b>5,791,402</b>                  | <b>6,353,492</b>  | <b>890,454</b>                 | <b>16%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>205,540</b>     | <b>102,081</b>     | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:  
The purpose of the Civil Program is to provide court security services and to execute the process and orders of the court for employees and the public so they can experience a safe court environment and have process served in a proper and timely manner.



## Parole & Probation

### Purpose Statement

The purpose of the Parole and Probation Supervision Program is to provide assessment and case planning, counseling, intervention and accountability services to individuals on parole or probation so they can remain in the community without an increased threat to public safety.

### Performance Narrative Statement

These resources will allow FTE to provide case planning, counseling, interventions and accountability to justice-involved adults sentenced to probation or post-prison supervision. This program offers housing for justice-involved adults under community supervision in need of mental health stabilization and supportive services, diverting them from homelessness and jail.

### Key Performance Measures

|                  |  | FY20-21<br>Actual | FY21-22<br>Actual | CY21<br>Target | FY22-23<br>Actual | CY22<br>Target |
|------------------|--|-------------------|-------------------|----------------|-------------------|----------------|
| Strategic Result | 20% reduction in new criminal convictions of parole and probation clients within a year following the end of their supervision   | 25.49% reduction  | 0.81% increase    | 20%            | No measures*      | 20%            |
| Strategic Result | 85% of Community Corrections clients in need of treatment (as determined by assessment or mental health practitioner referral) will be provided mental health services | New               | New               | New            | New               | 85%            |
| Strategic Result | 5% increase in parole and probation clients who live in stable housing by the end of supervision   | New               | New               | New            | New               | 5%             |
| Strategic Result | 5% increase in Parole and Probation clients who are in the labor force and earning a livable wage by the end of supervision  | New               | New               | New            | New               | 5%             |
| Result           | % Parole and Probation clients evaluated and recommended for Substance Use Disorder treatment who complete substance abuse treatment by the end of supervision         | New               | New               | New            | New               | New            |
| Result           | 80% of victims who are due restitution receive it  | New               | New               | New            | New               | New            |
| Output           | Client office visits   |                   |                   |                |                   |                |

\*In FY22-23 Community Corrections became Parole and Probation, a program under CCSO. The old strategic plan ended in June 2022. The new plan was created and measurements will begin in July 2023.

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)

**Mandated Services:** ORS 423.478(2)(a)-(f) assigns responsibility for all offenders on probation, parole, post-prison supervision and those offenders sentenced or revoked for periods of one year or less, and on conditional release to County.

Explanation

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



**210303-Parole and Probation**

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

**Budget Summary**

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | <b>2,309,392</b>             | -                                 | <b>1,333,252</b>  | <b>(976,140)</b>               | <b>-42%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | 10,198,860                   | 10,652,116                        | 10,198,860        | -                              | 0%                               |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | 590,500                      | 364,250                           | 505,218           | (85,282)                       | -14%                             |
| All Other Revenue Resources                         | -                  | -                  | 383,374                      | 40,100                            | 383,354           | (20)                           | 0%                               |
| Other Interfund Transfers                           | -                  | -                  | 27,552                       | -                                 | 27,552            | -                              | 0%                               |
| General Fund Support                                | -                  | -                  | 5,144,244                    | 5,144,244                         | 5,823,507         | 679,263                        | 13%                              |
| <b>Operating Revenue</b>                            | -                  | -                  | <b>16,344,530</b>            | <b>16,200,710</b>                 | <b>16,938,491</b> | <b>593,961</b>                 | <b>4%</b>                        |
| <b>Total Revenue</b>                                | -                  | -                  | <b>18,653,922</b>            | <b>16,200,710</b>                 | <b>18,271,743</b> | <b>(382,179)</b>               | <b>-2%</b>                       |
| Personnel Services                                  | -                  | -                  | 13,105,184                   | 10,611,823                        | 13,045,286        | (59,898)                       | 0%                               |
| Materials and Services                              | -                  | -                  | 5,142,898                    | 3,991,665                         | 5,023,537         | (119,361)                      | -2%                              |
| <b>Operating Expense</b>                            | -                  | -                  | <b>18,248,082</b>            | <b>14,603,488</b>                 | <b>18,068,823</b> | <b>(179,259)</b>               | <b>-1%</b>                       |
| Special Payments                                    | -                  | -                  | 405,839                      | 263,970                           | 202,920           | (202,919)                      | -50%                             |
| <b>Total Expense</b>                                | -                  | -                  | <b>18,653,921</b>            | <b>14,867,458</b>                 | <b>18,271,743</b> | <b>(382,178)</b>               | <b>-2%</b>                       |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | 1,333,252                         | -                 |                                |                                  |

Notes:

The purpose of the Parole and Probation program is to provide supervision, resources, intervention, treatment & victim services to justice involved individuals and crime victims so they can experience and contribute to a safe community.



**Purpose Statement**

The purpose of the Jail Program is to provide a secure custody environment and social, medical, food, and education services to inmates so they can be safe while they are held accountable, prepare for release, and become productive members of the community.

**Performance Narrative Statement**

The program maintains a safe and secure jail facility for both inmates and staff in compliance with statutory authority, court decisions, and Oregon jail standards. The program strives to keep all residents of the community safe while positively impacting those who are held or who must serve sentences in the facility.

**Key Performance Measures**

|        |   | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|---|-------------|-------------|-------------|-------------|-------------|
| Result | By 2025, an updated plan and funding strategy will be proposed for a new Clackamas County Jail facility that has adequate capacity and ensures the safety and security of inmates and staff | 20.0%       | 10.0%       | 10.0%       | 30.0%       | 30.0%       |
| Result | % change in forced released inmates   | 99.2%       | 28.2%       | -9.5%       | -7.1%       | -9.5%       |
| Result | Zero reported Prison Rape Elimination Act (PREA) violations that are sustained  | 0           | 1           | 0           | 0           | 0           |
| Result | Zero inmate suicide deaths  | 1           | 3           | 0           | 0           | 0           |

Program includes:

Mandated Service  Yes

Shared Services  No

Grant Funding  No

**Explanation**

**Mandated Services:**

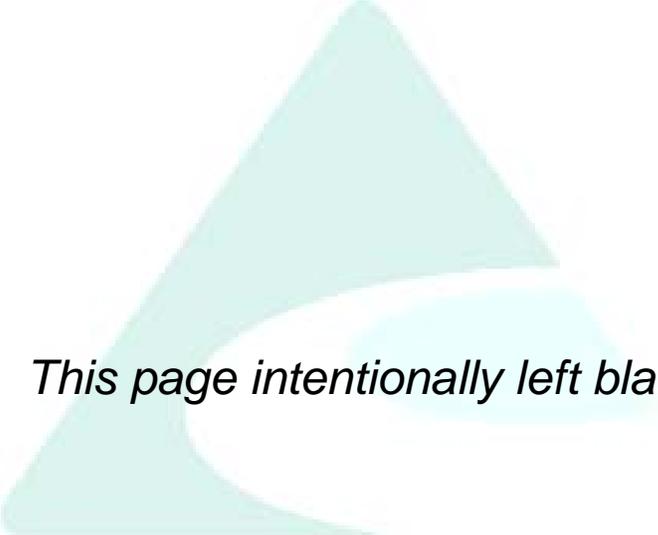
Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>475,457</b>     | -                  | <b>(128,300)</b>             | <b>128,301</b>                    | -                 | <b>128,300</b>                 | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations  | 177,828            | 541,123            | 128,500                      | 541,230                           | 1,244,811         | 1,116,311                      | 869%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 349,338            | 349,118            | 494,160                      | 343,160                           | -                 | (494,160)                      | -100%                            |
| Revenue from Bonds & Other Debts                    | 2,228              | -                  | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | 79,594             | 5,625              | 164,500                      | -                                 | -                 | (164,500)                      | -100%                            |
| Other Interfund Transfers                           | 22,824,354         | -                  | 277,724                      | -                                 | -                 | (277,724)                      | -100%                            |
| General Fund Support                                | -                  | 23,895,028         | 24,864,056                   | 24,213,396                        | 24,145,690        | (718,366)                      | -3%                              |
| <b>Operating Revenue</b>                            | <b>23,433,342</b>  | <b>24,790,894</b>  | <b>25,928,940</b>            | <b>25,097,786</b>                 | <b>25,390,501</b> | <b>(538,439)</b>               | <b>-2%</b>                       |
| <b>Total Revenue</b>                                | <b>23,908,798</b>  | <b>24,790,894</b>  | <b>25,800,640</b>            | <b>25,226,087</b>                 | <b>25,390,501</b> | <b>(410,139)</b>               | <b>-2%</b>                       |
| Personnel Services                                  | 17,133,051         | 17,299,317         | 17,993,530                   | 17,606,037                        | 18,222,116        | 228,586                        | 1%                               |
| Materials and Services                              | 5,719,915          | 5,896,587          | 6,151,142                    | 6,417,281                         | 6,994,276         | 843,134                        | 14%                              |
| Capital Outlay                                      | 245,056            | 33,718             | 1,522,000                    | 964,000                           | -                 | (1,522,000)                    | -100%                            |
| <b>Operating Expense</b>                            | <b>23,098,022</b>  | <b>23,229,622</b>  | <b>25,666,672</b>            | <b>24,987,318</b>                 | <b>25,216,392</b> | <b>(450,280)</b>               | <b>-2%</b>                       |
| Special Payments                                    | 293,540            | -                  | -                            | -                                 | -                 | -                              | -                                |
| Transfers   | 119,421            | -                  | 133,968                      | 133,968                           | 174,109           | 40,141                         | 30%                              |
| <b>Total Expense</b>                                | <b>23,510,983</b>  | <b>23,229,622</b>  | <b>25,800,640</b>            | <b>25,121,286</b>                 | <b>25,390,501</b> | <b>(410,139)</b>               | <b>-2%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>397,815</b>     | <b>1,561,272</b>   | <b>-</b>                     | <b>104,801</b>                    | <b>-</b>          |                                |                                  |

Notes:  
 The purpose of the Jail Program is to provide a secure custody environment and social, medical, food, and education services to inmates so they can be safe while they are held accountable, prepare for release, and become productive members of the community



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**CLACKAMAS**  
C O U N T Y





Public Safety Training Center (PSTC)

**Purpose Statement**

The purpose of the Public Safety Training Center (PSTC) Program is to provide facilities, skills development, and education services to Sheriff's Office employees, other law enforcement agencies, and the public so they can enhance their public safety knowledge and skills to build a more secure community.

**Performance Narrative Statement**

The program offers a facility where CCSO sworn staff can train and qualify for skills required for their position. In addition, the program offers a public shooting range and public training opportunities, including firearms, self-defense, wilderness survival, and CPR/AED/First Aid. These services, along with sharing the facility with other law enforcement agencies in the area, provide a method of cost recovery for the program.

**Key Performance Measures**

|        |   | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|---|-------------|-------------|-------------|-------------|-------------|
| Result | % change in individual public class registrations | 71.6%       | 10.0%       | 15.0%       | 13.0%       | 0.0%        |
| Result | % change in public range visits                   | 23.7%       | 2.0%        | No Baseline | -1.2%       | 0.0%        |
| Result | % change in hours of training room utilization    | 16.2%       | 4.8%        | 25.0%       | 2.5%        | 5.0%        |

Program includes:

Mandated Service  No

Shared Services  No

Grant Funding  No

Explanation



**210402-Public Safety Training Center (PSTC)**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>(227,478)</b>   | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 8,631              | 152,278            | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 791,533            | 923,963            | 748,000                      | 1,017,732                         | 850,000           | 102,000                        | 14%                              |
| All Other Revenue Resources                         | 117,455            | 185,664            | 115,000                      | 253,991                           | 33,000            | (82,000)                       | -71%                             |
| Other Interfund Transfers                           | 452,087            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 325,516            | 562,942                      | 284,631                           | 299,630           | (263,312)                      | -47%                             |
| <b>Operating Revenue</b>                            | <b>1,369,706</b>   | <b>1,587,422</b>   | <b>1,425,942</b>             | <b>1,556,354</b>                  | <b>1,182,630</b>  | <b>(243,312)</b>               | <b>-17%</b>                      |
| <b>Total Revenue</b>                                | <b>1,142,228</b>   | <b>1,587,422</b>   | <b>1,425,942</b>             | <b>1,556,354</b>                  | <b>1,182,630</b>  | <b>(243,312)</b>               | <b>-17%</b>                      |
| Personnel Services                                  | 823,623            | 962,611            | 1,028,706                    | 1,130,612                         | 796,019           | (232,687)                      | -23%                             |
| Materials and Services                              | 616,012            | 682,283            | 397,236                      | 425,742                           | 386,611           | (10,625)                       | -3%                              |
| Capital Outlay                                      | -                  | 44,833             | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>1,439,635</b>   | <b>1,689,727</b>   | <b>1,425,942</b>             | <b>1,556,354</b>                  | <b>1,182,630</b>  | <b>(243,312)</b>               | <b>-17%</b>                      |
| Transfers   | 229,288            | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>1,668,923</b>   | <b>1,689,727</b>   | <b>1,425,942</b>             | <b>1,556,354</b>                  | <b>1,182,630</b>  | <b>(243,312)</b>               | <b>-17%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>(526,696)</b>   | <b>(102,305)</b>   | -                            | -                                 | -                 |                                |                                  |

Notes:

This program provides facilities, skills development, and education services to Sheriff's Office employees, other law enforcement agencies, and the public so they can enhance their public safety knowledge and skills to build a more secure community.



# Training

## Training & Wellness

### Purpose Statement

The purpose of the Training and Wellness Program is to provide professional risk mitigation training to Sheriff's Office employees and personal wellness services to employees and their families so they can maintain physical and mental well-being throughout their career.

### Performance Narrative Statement

The program provides training and wellness initiatives to support a professional, well-trained, and healthy workforce. The services provided benefit all CCSO MFR program functions.

### Key Performance Measures

|        |   | CY20 Actual | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|---|-------------|-------------|-------------|-------------|-------------|
| Result | % of employees who report they are in good or excellent mental health   | 63.2%       | 62.4%       | No Baseline | 67.3%       | No Baseline |
| Result | % of employees who report they are in good or excellent physical health | 45.0%       | 48.7%       | No Baseline | 51.8%       | No Baseline |
| Result | % of employees who participate in professional development training     | 27.9%       | 34.1%       | No Baseline | 57.0%       | No Baseline |
| Result | % of employees who report they feel valued at work                      | 62.1%       | 55.5%       | No Baseline | 57.8%       | No Baseline |
| Result | % change in the readiness rate of employees                             | -0.7%       | -1.6%       | No Baseline | -1.7%       | No Baseline |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  No

Explanation



**210403-Training & Wellness**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 1,608              | 17,561             | 20,000                       | -                                 | -                 | (20,000)                       | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 2,599              | 406                | 17,500                       | 1,400                             | -                 | (17,500)                       | -100%                            |
| All Other Revenue Resources                         | 102                | 6,810              | 10,500                       | 12,500                            | -                 | (10,500)                       | -100%                            |
| Other Interfund Transfers                           | 1,666,835          | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 2,176,661          | 2,503,718                    | 2,151,558                         | 2,576,002         | 72,284                         | 3%                               |
| <b>Operating Revenue</b>                            | <b>1,671,144</b>   | <b>2,201,438</b>   | <b>2,551,718</b>             | <b>2,165,458</b>                  | <b>2,576,002</b>  | <b>24,284</b>                  | <b>1%</b>                        |
| <b>Total Revenue</b>                                | <b>1,671,144</b>   | <b>2,201,438</b>   | <b>2,551,718</b>             | <b>2,165,458</b>                  | <b>2,576,002</b>  | <b>24,284</b>                  | <b>1%</b>                        |
| Personnel Services                                  | 1,341,979          | 1,369,256          | 1,600,340                    | 1,253,928                         | 1,690,279         | 89,939                         | 6%                               |
| Materials and Services                              | 346,397            | 676,964            | 951,378                      | 911,530                           | 885,723           | (65,655)                       | -7%                              |
| <b>Operating Expense</b>                            | <b>1,688,376</b>   | <b>2,046,220</b>   | <b>2,551,718</b>             | <b>2,165,458</b>                  | <b>2,576,002</b>  | <b>24,284</b>                  | <b>1%</b>                        |
| Transfers   | -                  | 140,260            | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>1,688,376</b>   | <b>2,186,480</b>   | <b>2,551,718</b>             | <b>2,165,458</b>                  | <b>2,576,002</b>  | <b>24,284</b>                  | <b>1%</b>                        |

**Revenues Less Expenses** (17,232) 14,958 - - -

Notes:  
 The purpose of this program is to provide professional risk mitigation and training to Sheriff's Office employees and personal wellness services to employees and their families so they can maintain physical and mental well-being throughout their career.



# Sheriff Operating Levy

## Sheriff Operating Levy

### Purpose Statement

The Sheriff Operating Levy supports the mission of CCSO providing public safety and law enforcement services to the people of Clackamas County so they can experience and contribute to a safe and secure community.

### Performance Narrative Statement

This voter-approved levy enhances the services provided by the patrol program, jail, and investigations program.

### Key Performance Measures

|        |   | CY20 Actual       | CY21 Actual | CY21 Target | CY22 Actual | CY22 Target |
|--------|---|-------------------|-------------|-------------|-------------|-------------|
| Result | % of inlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes   | 48.1%             | 42.0%       | 50.0%       | 45.3%       | 50.0%       |
| Result | % of outlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 20 minutes | 69.2%             | 67.9%       | 60.0%       | 65.0%       | 60.0%       |
| Result | % of Investigations cases that are referred to the District Attorney's Office for a prosecution decision      | No Data Collected | 30%         | No Baseline | 28.1%       | No Baseline |
| Result | % compliance with the annual property room audit  | 100%              | 100%        | 100%        | 100%        | 100%        |
| Result | % change in forced released inmates   | 99.2%             | 28.2%       | -9.5%       | -7.1%       | -9.5%       |
| Result | Zero inmate suicide deaths  | 1                 | 3           | 0           | 0           | 0           |

Program includes:

Mandated Services  Yes

Shared Services  No

Grant Funding  No

Explanation

A new Public Safety Local Option Levy was passed by Clackamas County Voters in 2021.





|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>812,664</b>     | <b>327,668</b>     | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 1,178,715          | 1,111,765          | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                        | 40,253             | -                  | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                          | 871,106            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 1,141,591          | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                           | <b>2,090,074</b>   | <b>2,253,356</b>   | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>                               | <b>2,902,739</b>   | <b>2,581,024</b>   | -                            | -                                 | -                 | -                              | -                                |
| Personnel Services                                 | 2,047,970          | 2,017,380          | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services                             | 457,280            | 624,848            | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                           | <b>2,505,250</b>   | <b>2,642,228</b>   | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                               | <b>2,505,250</b>   | <b>2,642,228</b>   | -                            | -                                 | -                 | -                              | -                                |
| <b>Revenues Less Expenses</b>                      | <b>397,488</b>     | <b>(61,205)</b>    | -                            | -                                 | -                 | -                              | -                                |

Notes:

This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



**220102-Employment Development & Training**  
 BCC Priority Alignment: Not Applicable  
 Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>2,892</b>       | <b>4,246</b>       | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 34,375             | (71,623)           | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                          | 5,312              | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                           | <b>39,687</b>      | <b>(71,623)</b>    | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>                               | <b>42,578</b>      | <b>(67,377)</b>    | -                            | -                                 | -                 | -                              | -                                |
| Personnel Services                                 | 49,193             | -                  | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services                             | 15,699             | 26,301             | -                            | -                                 | -                 | -                              | -                                |
| Capital Outlay                                     | (924)              | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                           | <b>63,967</b>      | <b>26,301</b>      | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                               | <b>63,967</b>      | <b>26,301</b>      | -                            | -                                 | -                 | -                              | -                                |
| <b>Revenues Less Expenses</b>                      | <b>(21,389)</b>    | <b>(93,678)</b>    | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



**220103-Operational Support Services**  
 BCC Priority Alignment: Not Applicable  
 Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>62,732</b>      | <b>23,424</b>      | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 380,007            | 445,129            | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                          | 303,351            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 266,921            | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                           | <b>683,358</b>     | <b>712,050</b>     | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>                               | <b>746,090</b>     | <b>735,474</b>     | -                            | -                                 | -                 | -                              | -                                |
| Personnel Services                                 | 552,246            | 552,161            | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services                             | 113,215            | 75,497             | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                           | <b>665,461</b>     | <b>627,658</b>     | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                               | <b>665,461</b>     | <b>627,658</b>     | -                            | -                                 | -                 | -                              | -                                |
| <b>Revenues Less Expenses</b>                      | <b>80,629</b>      | <b>107,816</b>     | -                            | -                                 | -                 | -                              | -                                |

Notes:

This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>71,200</b>      | <b>137,235</b>     | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | 12,212             | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 219,348            | 239,421            | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 263,046            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 307,200            | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>482,394</b>     | <b>558,833</b>     | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>                                | <b>553,595</b>     | <b>696,068</b>     | -                            | -                                 | -                 | -                              | -                                |
| Personnel Services                                  | 372,602            | 509,791            | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services                              | 95,986             | 102,503            | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>468,588</b>     | <b>612,293</b>     | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>468,588</b>     | <b>612,293</b>     | -                            | -                                 | -                 | -                              | -                                |
| <b>Revenues Less Expenses</b>                       | <b>85,007</b>      | <b>83,775</b>      | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.





|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | 721,196            | 772,634            | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 666,529            | (242,936)          | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                        | 10                 | -                  | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                          | 325,348            | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                           | <b>991,887</b>     | <b>(242,936)</b>   | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>                               | <b>1,713,082</b>   | <b>529,698</b>     | -                            | -                                 | -                 | -                              | -                                |
| Personnel Services                                 | 1,015,622          | 753,166            | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services                             | 160,718            | 148,004            | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                           | <b>1,176,339</b>   | <b>901,170</b>     | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                               | <b>1,176,339</b>   | <b>901,170</b>     | -                            | -                                 | -                 | -                              | -                                |
| <b>Revenues Less Expenses</b>                      | 536,743            | (371,472)          | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



**220205-Residential Treatment & Counseling**  
 BCC Priority Alignment: Not Applicable  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>539,233</b>     | <b>456,314</b>     | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 3,823,952          | 4,001,742          | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 136,469            | 15,404             | -                            | -                                 | -                 | -                              | -                                |
| Revenue from Bonds & Other Debts                    | 1,508              | -                  | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 940,017            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 956,830            | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>4,901,946</b>   | <b>4,973,976</b>   | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>                                | <b>5,441,179</b>   | <b>5,430,290</b>   | -                            | -                                 | -                 | -                              | -                                |
| Personnel Services                                  | 3,539,754          | 3,287,434          | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services                              | 1,403,470          | 1,574,971          | -                            | -                                 | -                 | -                              | -                                |
| Capital Outlay                                      | 7,922              | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>4,951,145</b>   | <b>4,862,406</b>   | -                            | -                                 | -                 | -                              | -                                |
| Special Payments                                    | 172,157            | 46,906             | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>5,123,303</b>   | <b>4,909,312</b>   | -                            | -                                 | -                 | -                              | -                                |
| <b>Revenues Less Expenses</b>                       | <b>317,876</b>     | <b>520,979</b>     | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>2,550</b>       | <b>3,260</b>       | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 28,027             | 29,597             | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                          | 99,533             | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 103,359            | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                           | <b>127,560</b>     | <b>132,956</b>     | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>                               | <b>130,110</b>     | <b>136,216</b>     | -                            | -                                 | -                 | -                              | -                                |
| Personnel Services                                 | 122,210            | 127,917            | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services                             | 9,468              | 6,028              | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                           | <b>131,678</b>     | <b>133,945</b>     | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                               | <b>131,678</b>     | <b>133,945</b>     | -                            | -                                 | -                 | -                              | -                                |
| <b>Revenues Less Expenses</b>                      | <b>(1,568)</b>     | <b>2,271</b>       | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



# **Disaster Management**

**Daniel Nibouar, Interim Director**

Foster resilience through disaster planning, preparedness, response, recovery coordination, and Medical Examiner services to Clackamas County communities so they can equitably access resources, survive a disaster, and recover as timely and deliberately as possible.

2200 Kaen Road Suite A  
Oregon City, Oregon 97045  
503-655-8378

Website: <http://www.clackamas.us/dm/>



## Disaster Management (23)

### Department Budget Summary by Fund

|   |                            | FY 23-24           | FY 23-24        | FY 23-24     | FY 23-24                         | FY 23-24  |
|---|----------------------------|--------------------|-----------------|--------------|----------------------------------|-----------|
| <i>Line of business Name</i>            | <i>Program Name</i>        | General Fund (100) | ARPA Fund (230) | Total Budget | General Fund Support in Budget** | Total FTE |
| Disaster Management & Medical Examiner  | Disaster Management        | 1,962,530          | -               | 1,962,530    | 1,831,930                        | 8.5       |
| Disaster Management & Medical Examiner  | Medical Examiner's Office  | 1,198,118          | -               | 1,198,118    | 1,198,118                        | 6.0       |
| Disaster Management & Medical Examiner  | Disaster Activation        | 15,000             | -               | 15,000       | 15,000                           | -         |
| Disaster Management & Medical Examiner  | Disaster Management Grants | 1,171,087          |                 | 1,171,087    | -                                | -         |
| <b>TOTAL</b>                            |                            | 4,346,735          | -               | 4,346,735    | 3,045,048                        | 14.5      |
| <b><i>FY 22-23 Budget (Amended)</i></b> |                            | 4,165,680          | 355,000         | 4,520,680    | 3,657,814                        | 19.7      |
| <b><i>\$ Increase (Decrease)</i></b>    |                            | 181,055            | -355,000        | -173,945     | -612,766                         | (5.2)     |
| <b><i>% Increase (Decrease)</i></b>     |                            | 4.3%               | -100.0%         | -3.8%        | -16.8%                           | -26.5%    |

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**



# Disaster Management

## Disaster Management

### Purpose Statement

The purpose of the Disaster Management Program is to provide planning and preparedness as well as response, recovery, and mitigation services to residents, businesses, visitors, and community members in Clackamas County so they can be prepared to protect themselves, their families, animals, neighbors and community, and can equitably access resources to recover quickly.

### Performance Narrative Statement

The Disaster Management Operations Program proposes a \$1,962,530 budget. The Emergency Management Performance Grant (EMPG) is expected to be around \$125,000, which helps offset personnel costs. This federal funding is unstable for future years and has steadily decreased over the past few years. These resources will provide coordination and integration of emergency planning and preparedness efforts for community members of Clackamas County. Achieving these targets will provide a more resilient community before, during, and after disasters.

### Key Performance Measures

|                |   | FY 20-21 Actuals | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|----------------|---|------------------|-----------------|-----------------|---------------------------------|-----------------|
| Result Measure | 90% of required Disaster Management Plans that are up to date and approved                                      | 100%             | Discontinued    | Discontinued    | Discontinued                    | Discontinued    |
| Result Measure | 75% Clackamas County Departments have up to date, approved Continuity of Operations Plans in place <sup>1</sup> | 85%              | 34%             | 85%             | 31%                             | 85%             |
| Output         | 75% of Public Alert calls connected to residents  | 85%              | 85%             | 85%             | 91%                             | 85%             |

<sup>1</sup> Continuity of Operations Plans (COOP) is the sole responsibility of each department and Disaster Management facilitates the overall management, training and coordination of each plan. Disaster Management relies on the departments progress for this measure.

Program includes:

|                   |                                    |
|-------------------|------------------------------------|
| Mandated Services | <input type="checkbox" value="Y"/> |
| Shared Services   | <input type="checkbox" value="N"/> |
| Grant Funding     | <input type="checkbox" value="Y"/> |

Explain all "Yes" boxes below

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

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

|             |  |
|-------------|--|
| Explanation | Mandated Services: Oregon Revised Statutes Section 401 requires the County to have an emergency management program, Emergency Operations Plan (EOP), and Emergency Operations Center (EOC) and a staff trained to manage critical incident tasks during an emergency or major incident. Grant Funding: The Emergency Management Performance Grant (EMPG) for FY23 is anticipated to provide approximately \$125,000 to offset salaries for Clackamas County Disaster Management Program staff. The EMPG renews annually, has a 50% match requirement, and has been steadily decreasing. In order to get federal funding for federally declared events and mitigation dollars the program must also adhere to the federal Stafford Act. |
|-------------|--|



**230101-Disaster Management**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>1,645,404</b>   | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 1,025,917          | 785,756            | 205,100                      | 231,548                           | 130,600           | (74,500)                       | -36%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 56,994             | 19,905             | -                            | 7,807                             | -                 | -                              | -                                |
| All Other Revenue Resources                         | 13,589             | 145,041            | 30,000                       | 12,302                            | -                 | (30,000)                       | -100%                            |
| Other Interfund Transfers                           | 626,210            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 1,514,122          | 2,253,301                    | 2,267,133                         | 1,831,930         | (421,371)                      | -19%                             |
| <b>Operating Revenue</b>                            | <b>1,722,710</b>   | <b>2,464,824</b>   | <b>2,488,401</b>             | <b>2,518,790</b>                  | <b>1,962,530</b>  | <b>(525,871)</b>               | <b>-21%</b>                      |
| <b>Total Revenue</b>                                | <b>3,368,114</b>   | <b>2,464,824</b>   | <b>2,488,401</b>             | <b>2,518,790</b>                  | <b>1,962,530</b>  | <b>(525,871)</b>               | <b>-21%</b>                      |
| Personnel Services                                  | 1,118,433          | 1,019,273          | 1,596,233                    | 1,397,940                         | 1,554,443         | (41,790)                       | -3%                              |
| Materials and Services                              | 648,088            | 574,656            | 852,168                      | 910,850                           | 408,087           | (444,081)                      | -52%                             |
| Capital Outlay                                      | 412,406            | 47,143             | -                            | 170,000                           | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>2,178,927</b>   | <b>1,641,071</b>   | <b>2,448,401</b>             | <b>2,478,790</b>                  | <b>1,962,530</b>  | <b>(485,871)</b>               | <b>-20%</b>                      |
| Special Payments                                    | -                  | 174,115            | 40,000                       | 40,000                            | -                 | (40,000)                       | -100%                            |
| <b>Total Expense</b>                                | <b>2,178,927</b>   | <b>1,815,186</b>   | <b>2,488,401</b>             | <b>2,518,790</b>                  | <b>1,962,530</b>  | <b>(525,871)</b>               | <b>-21%</b>                      |

**Revenues Less Expenses** 1,189,188 649,638 - - -

Notes:  
 Reductions to for budget target, increased cost allocation, and grant decrease. Significant reductions to Training & Development, Travel Costs, Professional Services, and Program Materials & Supplies



# Medical Examiner

## Medical Examiner's Office

### Purpose Statement

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

### Performance Narrative Statement

The Medical Examiner's Office Program proposes a \$1,198,118 budget. These resources will provide approximately 366 on-scene death investigations and 834 legally reportable limited investigations death documentations. Achieving these results will provide medicolegal death investigations services to decedents, their families, and the medical and legal communities so they can receive answers.

### Key Performance Measures

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as<br>12/31/22 | FY 23-24<br>Target |
|--------|--|--------------------|--------------------|--------------------|------------------------------------|--------------------|
| Result | % of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted.                                | 5%                 | 5%                 | 4%                 | 3%                                 | 4%                 |
| Result | % of the conducted Quality Assurance Reviews demonstrated to have no exceptions or non-compliance with protocols and established professional standards. | 85%                | 85%                | 95%                | 98%                                | 95%                |
| Result | Total Number of Medical Examiner Cases   | 1241*              | 1326*              | 1,200              | 663                                | 1,200              |
|        | Number of On-Scene Investigations  | 341*               | 394*               | 366                | 223                                | 366                |
|        | Number of Reportable - Limited Investigations  | 904*               | 932*               | 834                | 440                                | 834                |

\*Calendar Year

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation      Mandated Services: Oregon Revised Statutes Section 146 states that each county shall have a medical examiner function for the purpose of investigating and certifying the cause and manner of deaths requiring investigation.



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>55,311</b>      | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 36,640             | 17,998             | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                          | 839,657            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 993,182            | 1,384,513                    | 1,214,513                         | 1,198,118         | (186,395)                      | -13%                             |
| <b>Operating Revenue</b>                           | <b>876,297</b>     | <b>1,011,180</b>   | <b>1,384,513</b>             | <b>1,214,513</b>                  | <b>1,198,118</b>  | <b>(186,395)</b>               | <b>-13%</b>                      |
| <b>Total Revenue</b>                               | <b>931,608</b>     | <b>1,011,180</b>   | <b>1,384,513</b>             | <b>1,214,513</b>                  | <b>1,198,118</b>  | <b>(186,395)</b>               | <b>-13%</b>                      |
| Personnel Services                                 | 739,399            | 828,456            | 959,053                      | 957,553                           | 986,956           | 27,903                         | 3%                               |
| Materials and Services                             | 147,362            | 178,665            | 200,460                      | 201,960                           | 211,162           | 10,702                         | 5%                               |
| Capital Outlay                                     | -                  | -                  | 225,000                      | 55,000                            | -                 | (225,000)                      | -100%                            |
| <b>Operating Expense</b>                           | <b>886,761</b>     | <b>1,007,121</b>   | <b>1,384,513</b>             | <b>1,214,513</b>                  | <b>1,198,118</b>  | <b>(186,395)</b>               | <b>-13%</b>                      |
| <b>Total Expense</b>                               | <b>886,761</b>     | <b>1,007,121</b>   | <b>1,384,513</b>             | <b>1,214,513</b>                  | <b>1,198,118</b>  | <b>(186,395)</b>               | <b>-13%</b>                      |
| <b>Revenues Less Expenses</b>                      | <b>44,846</b>      | <b>4,060</b>       | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:  
 No significant changes. Reductions made to meet budget target.



# Disaster Management

## Disaster Activation

### Purpose Statement

The purpose of the Disaster Management Activation Program is for coordination of County response to EOC activations for undeclared disasters and for all local, state and federal disaster declarations. The coordination includes all residents, businesses, visitors, and community members in Clackamas County, including their family pets and livestock (Federal Stafford Act). The Emergency Operations Center (EOC) works towards equitable access to resources to aid in a quick recovery.

### Performance Narrative Statement

The Disaster Activation Program proposes a \$15,000 budget. These resources will provide coordination and integration of emergency response and recovery efforts for the community members of Clackamas County.

### Key Performance Measures

|        |   | FY 20-21 Actuals | FY 21-22 Actuals | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--------|---|------------------|------------------|-----------------|---------------------------------|-----------------|
| Output | Number of Animals sheltered during an event <sup>1</sup>  | 748              | N/A              | N/A             | 142                             | UNK             |
| Output | Number of RV's and families Sheltered by Clackamas County during an event <sup>2</sup>  | 2,284            | N/A              | N/A             | 6                               | UNK             |
| Output | During an event activation, number of Messaging (PIO) released on social media platforms, hits to posts, and other avenues of reaching the community. <sup>3</sup>              | 546,208          | 397,819          | N/A             | 123,607                         | UNK             |
| Output | Reportable Staff time dedicated to disaster event establishing shelters, delivering messaging, fulfilling resources requests and providing resources to residents. <sup>4</sup> | 25,134           | 953              | N/A             | 1819                            | UNK             |
| Output | Percentage of calls answered at the Public Inquiry Center (PIC) to the number of callers sent to the Public Inquiry line during an event. <sup>5</sup>                          | 5,075            | 891              | N/A             | UNK                             | UNK             |

<sup>1</sup> FY 20-21 number reflects animals housed during Fire event in September 2020 wildfires. FY 22-23 numbers are from Mclver Fire.

<sup>2</sup> FY 20-21 number reflects response to September 2020 wildfires. Public, Private, and Faith Based Organization counts are estimates based on multiple point in time counts. The number in the chart reflects the best estimate of overall occupancy at that site during shelter operations. Red Cross statistics for non-congregate shelter are approximate. Counts were consolidated for the entire incident. A best guess is parsed out for Clackamas County. Mclver State Park is not included here. Evacuees are included in the Seventh-day Adventists HQ count. FY 22-23 numbers are from Mclver Fire.

<sup>3</sup> FY 20-21 Numbers include 544,708 page views by citizens and 1500 social media posts produced by PIO Staff. FY 21-22 Numbers include 380,531 page views and 17,188 engagements by citizens, as well as 100 social media posts produced by PIO Staff. FY 22-23 numbers include 19 published social media posts using Twitter and Facebook; 124,918 impressions; 7,165 engagements and 505 post links.

<sup>4</sup> For FY 20-21 Staff time is from overall county staff that reported codes 00132 (18,538.27 hrs.) and 00140 (6595.40 hrs.) on their timesheets. For FY 21-22 Staff time is from Disaster Management staff working in the EOC. FY 22/23 1,377 total hours of staff time worked for COVID-19 response and 442 hours of staff over time (OT) worked for the Mclver Fire.

<sup>5</sup> We are unable to provide the percentage of calls answered due to data collection system constraints. For FY 20-21 During the wildland fire events the phone lines were overwhelmed, with callers. This is supported by the fact that 2,910 of these calls were received during September and October. For FY 21-22 The numbers of calls have been related to COVID topics. For FY 22-23 211 managed calls from Clackamas community members through direct support from the State.

Program includes:

|                   |                            |
|-------------------|----------------------------|
| Mandated Services | <input type="checkbox"/> Y |
| Shared Services   | <input type="checkbox"/> N |
| Grant Funding     | <input type="checkbox"/> Y |

Explain all "Yes" boxes below

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

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

|             |  |
|-------------|--|
| Explanation | Mandated Services: Oregon Revised Statutes Section 401 requires the County to have an emergency management program, Emergency Operations Plan (EOP), and Emergency Operations Center (EOC) and a staff trained to manage critical incident tasks during an emergency or major incident. The Federal Stafford Act applies to all federally declared events. |
|-------------|--|



**230103-Disaster Activation**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>(478)</b>       | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 1,457,811          | 459,814            | 355,000                      | 124,310                           | -                 | (355,000)                      | -100%                            |
| All Other Revenue Resources                        | 2,000              | -                  | 146,104                      | -                                 | -                 | (146,104)                      | -100%                            |
| Other Interfund Transfers                          | 3,191              | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 19,162             | 20,000                       | 20,000                            | 15,000            | (5,000)                        | -25%                             |
| <b>Operating Revenue</b>                           | <b>1,463,002</b>   | <b>478,976</b>     | <b>521,104</b>               | <b>144,310</b>                    | <b>15,000</b>     | <b>(506,104)</b>               | <b>-97%</b>                      |
| <b>Total Revenue</b>                               | <b>1,462,524</b>   | <b>478,976</b>     | <b>521,104</b>               | <b>144,310</b>                    | <b>15,000</b>     | <b>(506,104)</b>               | <b>-97%</b>                      |
| Personnel Services                                 | 257,351            | 288,021            | 501,104                      | 140,812                           | -                 | (501,104)                      | -100%                            |
| Materials and Services                             | 1,115,002          | 80,561             | 20,000                       | 3,498                             | 15,000            | (5,000)                        | -25%                             |
| <b>Operating Expense</b>                           | <b>1,372,353</b>   | <b>368,583</b>     | <b>521,104</b>               | <b>144,310</b>                    | <b>15,000</b>     | <b>(506,104)</b>               | <b>-97%</b>                      |
| Special Payments                                   | 531,875            | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                               | <b>1,904,228</b>   | <b>368,583</b>     | <b>521,104</b>               | <b>144,310</b>                    | <b>15,000</b>     | <b>(506,104)</b>               | <b>-97%</b>                      |
| <b>Revenues Less Expenses</b>                      | <b>(441,704)</b>   | <b>110,394</b>     | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



# Disaster Management Disaster Management Grants

## Purpose Statement

The Disaster Management Grants Program is designed to track grant expenditures and revenues.

## Performance Narrative Statement

The Disaster Management Grant adopted a \$1,171,087 budget. These resources are budgeted to fulfill grant agreement obligations.

## Key Performance Measures

Key Performance Measurers are not kept for Disaster Management Grants as this is strictly used to manage grant funds.

Program includes:

|                   |                            |
|-------------------|----------------------------|
| Mandated Services | <input type="checkbox"/> N |
| Shared Services   | <input type="checkbox"/> N |
| Grant Funding     | <input type="checkbox"/> Y |

Explain all "Yes" boxes below

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

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

|             |  |
|-------------|--|
| Explanation | Mandated Services: Oregon Revised Statutes Section 401 requires the County to have an emergency management program, Emergency Operations Plan (EOP), and Emergency Operations Center (EOC) and a staff trained to manage critical incident tasks during an emergency or major incident. The Federal Stafford Act applies to all federally declared events. |
|-------------|--|





# **District Attorney**

**John Wentworth, District Attorney**

The Clackamas County District Attorney's Office serves more than 420,000 people in the third-largest county in the state of Oregon. Our top priority is to seek justice for crime victims and to ensure a safe community for all who live, work and play in Clackamas County.

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

Website: <https://www.clackamas.us/da>



District Attorney (24)

Department Budget Summary by Fund

| <i>Line of Business Name</i> | <i>Program Name</i>   | FY 23-24<br>General<br>Fund<br>(100) | FY 23-24<br>ARPA*<br>(230) | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |            |      |
|------------------------------|---|--------------------------------------|----------------------------|-----------------------------|--|-----------------------|------------|------|
| District Attorney's Office   | Business Administration   | 1,995,079                            | -                          | 1,995,079                   | 1,983,977  | 3.0                   |            |      |
| District Attorney's Office   | Office of the District Attorney                                 | 2,416,348                            | -                          | 2,416,348                   | 2,416,348  | 12.4                  |            |      |
| District Attorney's Office   | Policy, Performance & Partnerships                              | 316,575                              | -                          | 316,575                     | 316,575  | 2.0                   |            |      |
| Family Support               | Child Support Enforcement                                       | 2,206,795                            | -                          | 2,206,795                   | 441,105  | 13.4                  |            |      |
| Justice & Public Safety      | Adult & Juvenile Criminal Prosecution & Case Resolution         | 6,848,264                            | -                          | 6,848,264                   | 6,558,990  | 31.0                  |            |      |
| Justice & Public Safety      | Adult & Juvenile Criminal Prosecution & Case Resolution Support | 2,122,226                            | -                          | 2,122,226                   | 1,745,836  | 19.0                  |            |      |
| Justice & Public Safety      | Operational Development & Innovation                            | 358,489                              | -                          | 358,489                     | 358,489  | 2.0                   |            |      |
| Justice & Public Safety      | Post-Adjudication   | 7,000                                | -                          | 7,000                       | 7,000  | 0.0                   |            |      |
| Justice & Public Safety      | Pre-Charging Assistance   | 159,847                              | -                          | 159,847                     | 159,847  | 0.0                   |            |      |
| Victim & Support Services    | Victim Assistance   | 2,173,496                            | -                          | 2,173,496                   | 801,624  | 11.0                  |            |      |
| <b>TOTAL</b>                 |   | <b>18,604,119</b>                    | <b>-</b>                   | <b>18,604,119</b>           | <b>14,789,791</b>                                  | <b>93.7</b>           |            |      |
|                              |   | <i>FY 22-23 Budget (Amended)</i>     |                            | 17,239,035                  | -  | 17,239,035            | 13,958,241 | 90.7 |
|                              |   | <i>\$ Increase (Decrease)</i>        |                            | 1,365,084                   | -  | 1,365,084             | 831,550    | 3.0  |
|                              |   | <i>% Increase (Decrease)</i>         |                            | 7.9%                        | -  | 7.9%                  | 6.0%       | 3.3% |

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**



# District Attorney's Office

## District Attorney's Office

### Purpose Statement

The purpose of the District Attorney Line of Business is to build and lead a highly effective environment, so employees and agency partners excel at providing direct services to the public, victims, offenders, and partner agencies. Additionally, we advocate for policy and laws that are in the best interest of the public and our communities.

### Performance Narrative Statement

As members of Oregon District Attorney's Association, we are very active in reviewing, editing, and testifying regarding numerous bills addressing the criminal justice system, including a bill designed to close a loophole in Oregon's sexual assault statutes, fully funding victim assistance units in DAs' offices and preventing the erosion of mandatory minimum sentences. We focused on technology improvements to increase up time (access) to prosecution information and to gain efficiency by moving a portion of the criminal prosecution data to the cloud to protect critical information and improve accessibility (up time) required for providing services daily and continuity of operations. We remain dedicated to pursuing top talent through a difficult market in our efforts to meet workload demands and provide high quality and timely services to victims, the public and offenders.

### Key Performance Measures

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals<br>as of<br>12/31/22 | FY 23-24<br>Target |
|--------|--|--------------------|--------------------|--------------------|--|--------------------|
| Result | Number of technology tickets submitted for assistance needed from County Tech Services and PbK (our Case Manager System) | 1,091              | 686                | 104                | 332                                      | 400                |
| Result | Avg number of months between vacancy and hire date   | 5.9                | 2.8                | 2.0                | 3.1                                      | 3.0                |

Program includes:

Mandated Service  Y

Shared Services  Y

Grant Funding  N

#### Explanation

Pursuant to ORS 8.650 the District Attorney in each county is the public prosecutor and has authority to appear and prosecute violations of city ordinances and laws on behalf of the state of Oregon.

Public Safety - District Attorney



**240101-Business Administration**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>571,197</b>     | <b>11,102</b>      | <b>11,102</b>                | <b>11,102</b>                     | <b>11,102</b>     | -                              | 0%                               |
| Federal, State, Local, All Other Gifts & Donations  | 26,301             | 151,064            | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 194,865            | 4,669              | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | (7,282)            | -                  | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 10,646,027         | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 5,318,944          | 2,159,488                    | 3,016,134                         | 1,983,977         | (175,511)                      | -8%                              |
| <b>Operating Revenue</b>                            | <b>10,859,911</b>  | <b>5,474,677</b>   | <b>2,159,488</b>             | <b>3,016,134</b>                  | <b>1,983,977</b>  | <b>(175,511)</b>               | <b>-8%</b>                       |
| <b>Total Revenue</b>                                | <b>11,431,107</b>  | <b>5,485,779</b>   | <b>2,170,590</b>             | <b>3,027,236</b>                  | <b>1,995,079</b>  | <b>(175,511)</b>               | <b>-8%</b>                       |
| Personnel Services                                  | 9,523,502          | 2,702,394          | 629,129                      | 1,090,200                         | 296,651           | (332,478)                      | -53%                             |
| Materials and Services                              | 1,361,865          | 1,141,594          | 1,541,460                    | 1,636,660                         | 1,698,427         | 156,967                        | 10%                              |
| <b>Operating Expense</b>                            | <b>10,885,368</b>  | <b>3,843,989</b>   | <b>2,170,589</b>             | <b>2,726,860</b>                  | <b>1,995,079</b>  | <b>(175,510)</b>               | <b>-8%</b>                       |
| Special Payments                                    | 80,000             | -                  | -                            | -                                 | -                 | -                              | -                                |
| Transfers   | 19,000             | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>10,984,368</b>  | <b>3,843,989</b>   | <b>2,170,589</b>             | <b>2,726,860</b>                  | <b>1,995,079</b>  | <b>(175,510)</b>               | <b>-8%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>446,740</b>     | <b>1,641,790</b>   | <b>-</b>                     | <b>300,376</b>                    | <b>-</b>          |                                |                                  |

Notes:

We advocate for policy and laws that are in the best interest of the public and our communities.



240102-Office of the District Attorney

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 618                | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | -                  | 4                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 331,321            | 958,821                      | 542,000                           | 2,416,348         | 1,457,527                      | 152%                             |
| <b>Operating Revenue</b>                            | -                  | <b>331,943</b>     | <b>958,821</b>               | <b>542,000</b>                    | <b>2,416,348</b>  | <b>1,457,527</b>               | <b>152%</b>                      |
| <b>Total Revenue</b>                                | -                  | <b>331,943</b>     | <b>958,821</b>               | <b>542,000</b>                    | <b>2,416,348</b>  | <b>1,457,527</b>               | <b>152%</b>                      |
| Personnel Services                                  | -                  | 88,939             | 958,820                      | 542,000                           | 2,390,348         | 1,431,528                      | 149%                             |
| Materials and Services                              | -                  | 241,766            | -                            | -                                 | 26,000            | 26,000                         | -                                |
| <b>Operating Expense</b>                            | -                  | <b>330,705</b>     | <b>958,820</b>               | <b>542,000</b>                    | <b>2,416,348</b>  | <b>1,457,528</b>               | <b>152%</b>                      |
| <b>Total Expense</b>                                | -                  | <b>330,705</b>     | <b>958,820</b>               | <b>542,000</b>                    | <b>2,416,348</b>  | <b>1,457,528</b>               | <b>152%</b>                      |
| <b>Revenues Less Expenses</b>                       | -                  | 1,238              | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 The purpose of the District Attorney Line of Business is to build and lead a highly effective environment, so employees and agency partners excel at providing direct services to the public, victims, offenders, and partner agencies.



**240103-Policy, Performance & Partnerships**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support          | -                  | 96,280             | 458,425                      | 501,000                           | 316,575           | (141,850)                      | -31%                             |
| <b>Operating Revenue</b>      | -                  | <b>96,280</b>      | <b>458,425</b>               | <b>501,000</b>                    | <b>316,575</b>    | <b>(141,850)</b>               | <b>-31%</b>                      |
| <b>Total Revenue</b>          | -                  | <b>96,280</b>      | <b>458,425</b>               | <b>501,000</b>                    | <b>316,575</b>    | <b>(141,850)</b>               | <b>-31%</b>                      |
| Personnel Services            | -                  | 96,280             | 458,425                      | 501,000                           | 316,575           | (141,850)                      | -31%                             |
| <b>Operating Expense</b>      | -                  | <b>96,280</b>      | <b>458,425</b>               | <b>501,000</b>                    | <b>316,575</b>    | <b>(141,850)</b>               | <b>-31%</b>                      |
| <b>Total Expense</b>          | -                  | <b>96,280</b>      | <b>458,425</b>               | <b>501,000</b>                    | <b>316,575</b>    | <b>(141,850)</b>               | <b>-31%</b>                      |
| <b>Revenues Less Expenses</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 We advocate for policy and laws that are in the best interest of the public and our communities.



# Family Support

## Child Support Enforcement

### Purpose Statement

The purpose of the Child Support Program is to provide services to establish, modify, and enforce child support so that children in the community receive the resources necessary to thrive.

### Performance Narrative Statement

The Clackamas County Family Support Enforcement Office (“Family Support Office”) continues to be one of the top three counties in the State of Oregon for percentage of current support collected and distributed. For the Federal Fiscal Year ending 9/20/23, the Family Support Office will have a Total Unweighted Collections of \$21.8 million and Weighted Collections of \$24.0 million to distribute to children and families. The office has also collected 79.96% of current support due as compared to the 55.82% collected by the Department of Child Support. Further, for every dollar spent by the Family Support Office, \$11.33 is collected for children and families. As a result of our successful collection efforts on behalf of families and children, we estimate we will receive \$119,529 in federal incentive money. This fiscal year the Family Support Office will focus on strengthening our results in the Federal Performance Measures, including

### Key Performance Measures

|        |   | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 (only 1/4 of Yr.) | FY 23-24 Target |
|--------|---|-----------------|-----------------|-----------------|---|-----------------|
| Result | Collections - Percentage of Current Support Collected (Based on Fed FY Oct 1 - Sept 30)                         | 81.0%           | 80.4%           | 80.0%           | 80.0%   | 79.5%           |
| Result | Current Collections Total (Based on Fed FY Oct 1 - Sept 30)   | 17.9 M          | 15.4 M          | 17.4 M          | 3.9 M   | 15.5 M          |
| Result | Arrears Collections Total (Based on Fed FY Oct 1 - Sept 30)   | 4.3 M           | 3.1 M           | 3.9 M           | 800,000   | 3.0 M           |
| Result | Federal Performance Incentives - Federal rewards for operating an effective and efficient child support program | \$112,748       | \$100,263       | \$96,000        | \$119,529   | \$115,000       |

Program includes:

Mandated Service  Y

Shared Services  Y

Grant Funding  Y

Funding is a complex mathematical formula; see federal guidelines.



**240202-Child Support Enforcement**

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

**Budget Summary**

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>35,356</b>      | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 1,484,302          | 1,511,100          | 1,672,932                    | 1,616,515                         | 1,765,690         | 92,758                         | 6%                               |
| All Other Revenue Resources                        | -                  | -                  | -                            | 95                                | -                 | -                              | -                                |
| Other Interfund Transfers                          | 87,503             | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 432,159            | 403,694                      | 368,620                           | 441,105           | 37,411                         | 9%                               |
| <b>Operating Revenue</b>                           | <b>1,571,805</b>   | <b>1,943,259</b>   | <b>2,076,626</b>             | <b>1,985,230</b>                  | <b>2,206,795</b>  | <b>130,169</b>                 | <b>6%</b>                        |
| <b>Total Revenue</b>                               | <b>1,607,161</b>   | <b>1,943,259</b>   | <b>2,076,626</b>             | <b>1,985,230</b>                  | <b>2,206,795</b>  | <b>130,169</b>                 | <b>6%</b>                        |
| Personnel Services                                 | 1,709,676          | 1,674,882          | 1,782,565                    | 1,687,950                         | 1,875,808         | 93,243                         | 5%                               |
| Materials and Services                             | 280,207            | 308,740            | 294,060                      | 297,280                           | 330,987           | 36,927                         | 13%                              |
| <b>Operating Expense</b>                           | <b>1,989,883</b>   | <b>1,983,622</b>   | <b>2,076,625</b>             | <b>1,985,230</b>                  | <b>2,206,795</b>  | <b>130,170</b>                 | <b>6%</b>                        |
| <b>Total Expense</b>                               | <b>1,989,883</b>   | <b>1,983,622</b>   | <b>2,076,625</b>             | <b>1,985,230</b>                  | <b>2,206,795</b>  | <b>130,170</b>                 | <b>6%</b>                        |
| <b>Revenues Less Expenses</b>                      | <b>(382,722)</b>   | <b>(40,363)</b>    | -                            | -                                 | -                 | -                              | -                                |

Notes:

The purpose of the Child Support Program is to provide services to establish, modify, and enforce child support so that children in the community receive the resources necessary to thrive.



**Adult & Juvenile Criminal Prosecution & Case Resolution & Support**

**Purpose Statement**

The purpose of the Justice & Public Safety Line of Business is to provide leadership, accountability, and high-quality service in a fair and just manner, so that those who live, work, and play in Clackamas County can enjoy a safe and livable community.

**Performance Narrative Statement**

The District Attorney's Office has a very important partnership with law enforcement, but we are separate entities with different duties and responsibilities. Local law enforcement agencies are responsible for investigating allegations of criminal conduct. The duration and intensity of those investigations depend on the type of crime being investigated.

Once the investigation is complete, the law enforcement agency submits the case to the District Attorney's Office for review. The type of crime that is alleged will determine which prosecution team, will handle the case. To provide better continuity and service to victims, every prosecutor in the Clackamas County District Attorney's handles their assigned cases from the charging stage through to the cases' conclusion. Vertical prosecution has shown to improve conviction rates, reduce victim trauma, and provide more consistent, appropriate sentencing.

**Key Performance Measures**

|        |                                      | FY 20-21 Actual               | FY 21-22 Actual               | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target            |
|--------|--------------------------------------|-------------------------------|-------------------------------|-----------------|---------------------------------|----------------------------|
| Result | Total cases referred and charged     | Ref: 7,840<br>Filed:<br>5,833 | Ref: 8,082<br>Filed:<br>5,833 | NEW             | Ref: 4,379<br>Filed:<br>2,968   | Ref: 8,800<br>Filed: 5,720 |
| Result | Total cases resolved by Case Manager | 2,066                         | 1,987                         | NEW             | 1,206                           | 2,500                      |

Program includes:

Mandated Service  Y

Shared Service  Y

Grant Funding  N

**Explanation**

Other significant policy and financial issues related to our prosecution and support for criminal cases include changes to the Expungements Laws, Adoption of a new Retention Policy, and the advent of Body Cam Roll Outs from all law enforcement agencies.

Public Safety - District Attorney



**240302-Adult & Juvenile Criminal Prosecution & Case Resolution**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | <b>289,274</b>    | <b>289,274</b>                 | -                                |
| General Fund Support          | -                  | 2,780,238          | 3,645,948                    | 3,484,300                         | 6,558,990         | 2,913,042                      | 80%                              |
| <b>Operating Revenue</b>      | -                  | <b>2,780,238</b>   | <b>3,645,948</b>             | <b>3,484,300</b>                  | <b>6,558,990</b>  | <b>2,913,042</b>               | <b>80%</b>                       |
| <b>Total Revenue</b>          | -                  | <b>2,780,238</b>   | <b>3,645,948</b>             | <b>3,484,300</b>                  | <b>6,848,264</b>  | <b>3,202,316</b>               | <b>88%</b>                       |
| Personnel Services            | -                  | 4,800,988          | 3,565,948                    | 3,364,300                         | 6,760,735         | 3,194,787                      | 90%                              |
| Materials and Services        | -                  | 84,252             | 80,000                       | 120,000                           | 87,529            | 7,529                          | 9%                               |
| <b>Operating Expense</b>      | -                  | <b>4,885,240</b>   | <b>3,645,948</b>             | <b>3,484,300</b>                  | <b>6,848,264</b>  | <b>3,202,316</b>               | <b>88%</b>                       |
| <b>Total Expense</b>          | -                  | <b>4,885,240</b>   | <b>3,645,948</b>             | <b>3,484,300</b>                  | <b>6,848,264</b>  | <b>3,202,316</b>               | <b>88%</b>                       |
| <b>Revenues Less Expenses</b> | -                  | (2,105,002)        | -                            | -                                 | -                 |                                |                                  |

Notes:

The Clackamas County District Attorney's Office serves more than 420,000 people in the third-largest county in the state of Oregon. Our top priority is to seek justice for crime victims and to ensure a safe community for all who live, work and play in Clackamas County.



240303-Adult & Juvenile Criminal Prosecution & Case Resolution Support

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 317,360            | 230,000                      | 330,000                           | 376,390           | 146,390                        | 64%                              |
| General Fund Support                                | -                  | 1,540,306          | 2,367,988                    | 2,081,625                         | 1,745,836         | (622,152)                      | -26%                             |
| <b>Operating Revenue</b>                            | -                  | <b>1,857,666</b>   | <b>2,597,988</b>             | <b>2,411,625</b>                  | <b>2,122,226</b>  | <b>(475,762)</b>               | <b>-18%</b>                      |
| <b>Total Revenue</b>                                | -                  | <b>1,857,666</b>   | <b>2,597,988</b>             | <b>2,411,625</b>                  | <b>2,122,226</b>  | <b>(475,762)</b>               | <b>-18%</b>                      |
| Personnel Services                                  | -                  | 1,724,739          | 2,532,488                    | 2,365,000                         | 2,122,226         | (410,262)                      | -16%                             |
| Materials and Services                              | -                  | 46,457             | 65,500                       | 46,625                            | -                 | (65,500)                       | -100%                            |
| <b>Operating Expense</b>                            | -                  | <b>1,771,196</b>   | <b>2,597,988</b>             | <b>2,411,625</b>                  | <b>2,122,226</b>  | <b>(475,762)</b>               | <b>-18%</b>                      |
| <b>Total Expense</b>                                | -                  | <b>1,771,196</b>   | <b>2,597,988</b>             | <b>2,411,625</b>                  | <b>2,122,226</b>  | <b>(475,762)</b>               | <b>-18%</b>                      |

**Revenues Less Expenses** - 86,469 - - -

Notes:  
 The Clackamas County District Attorney's Office serves more than 420,000 people in the third-largest county in the state of Oregon. Our top priority is to seek justice for crime victims and to ensure a safe community for all who live, work and play in Clackamas County.





|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support          | -                  | 158,147            | 787,897                      | 784,900                           | 7,000             | (780,897)                      | -99%                             |
| <b>Operating Revenue</b>      | -                  | <b>158,147</b>     | <b>787,897</b>               | <b>784,900</b>                    | <b>7,000</b>      | <b>(780,897)</b>               | <b>-99%</b>                      |
| <b>Total Revenue</b>          | -                  | <b>158,147</b>     | <b>787,897</b>               | <b>784,900</b>                    | <b>7,000</b>      | <b>(780,897)</b>               | <b>-99%</b>                      |
| Personnel Services            | -                  | 158,147            | 787,898                      | 784,900                           | -                 | (787,898)                      | -100%                            |
| <b>Operating Expense</b>      | -                  | <b>158,147</b>     | <b>787,898</b>               | <b>784,900</b>                    | <b>7,000</b>      | <b>(780,898)</b>               | <b>-99%</b>                      |
| <b>Total Expense</b>          | -                  | <b>158,147</b>     | <b>787,898</b>               | <b>784,900</b>                    | <b>7,000</b>      | <b>(780,898)</b>               | <b>-99%</b>                      |
| <b>Revenues Less Expenses</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:  
The Clackamas County District Attorney's Office serves more than 420,000 people in the third-largest county in the state of Oregon. Our top priority is to seek justice for crime victims and to ensure a safe community for all who live, work and play in Clackamas County.



**240306-Pre-Charging Assistance**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support          | -                  | 322,189            | 1,310,485                    | 1,378,150                         | 159,847           | (1,150,638)                    | -88%                             |
| <b>Operating Revenue</b>      | -                  | <b>322,189</b>     | <b>1,310,485</b>             | <b>1,378,150</b>                  | <b>159,847</b>    | <b>(1,150,638)</b>             | <b>-88%</b>                      |
| <b>Total Revenue</b>          | -                  | <b>322,189</b>     | <b>1,310,485</b>             | <b>1,378,150</b>                  | <b>159,847</b>    | <b>(1,150,638)</b>             | <b>-88%</b>                      |
| Personnel Services            | -                  | 270,147            | 1,300,485                    | 1,363,150                         | 99,847            | (1,200,638)                    | -92%                             |
| Materials and Services        | -                  | 51,246             | 10,000                       | 15,000                            | 60,000            | 50,000                         | 500%                             |
| <b>Operating Expense</b>      | -                  | <b>321,393</b>     | <b>1,310,485</b>             | <b>1,378,150</b>                  | <b>159,847</b>    | <b>(1,150,638)</b>             | <b>-88%</b>                      |
| <b>Total Expense</b>          | -                  | <b>321,393</b>     | <b>1,310,485</b>             | <b>1,378,150</b>                  | <b>159,847</b>    | <b>(1,150,638)</b>             | <b>-88%</b>                      |
| <b>Revenues Less Expenses</b> | -                  | 796                | -                            | -                                 | -                 |                                |                                  |

Notes:

The Clackamas County District Attorney's Office serves more than 420,000 people in the third-largest county in the state of Oregon. Our top priority is to seek justice for crime victims and to ensure a safe community for all who live, work and play in Clackamas County.



# Victim & Support Services

## Victim Assistance

### Purpose Statement

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

### Performance Narrative Statement

The primary role of Victim Assistance is to provide crime victims support and information that enables them to understand and access the rights afforded them under the Oregon Constitution and the Oregon Revised Statutes.

In addition to this primary advocacy, Victim Assistance provides safety planning, resource referral and in person support to victims of all crimes at every stage of the criminal justice process. Victim Assistance is a collaborative partner with other agencies and programs within Clackamas County as well as in our region with the goal of minimizing barriers for victims of crime to access short and long term support and resources. The experience and knowledge of the Victim Assistance staff and volunteers is used to consult with prosecutors, law enforcement and other allied professionals to support a trauma informed response to victims of crime.

### Key Performance Measures

|        |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals<br>as of<br>12/31/22 | FY 23-24<br>Target |
|--------|---|--------------------|--------------------|--------------------|--|--------------------|
| Result | Number of available victims notified of their rights within 5 days of arraignment | 2,311              | 1,956              | 2,900              | 770                                      | 1,700              |
| Result | Number of Victim Rights Request forms returned                                    | 702                | 1,028              | 1,160              | 472                                      | 1,000              |

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

Under the Oregon Constitution (Art. 1 Section 42) the DA's Office is responsible for assisting victims of crime in asserting their rights in criminal cases. These rights include notice of court hearings, attending court hearings in person, making statements to the court for certain types of hearings, requesting restitution for monetary damages and other rights enumerated in the Oregon Constitution and Oregon Laws. The Victim Assistance Program within the District Attorney's Office has the primary function of providing notice of Victim Rights and assisting victims in requesting those rights.

As part of the District Attorney's Office, Victim Assistance provides shared services to victims of crime in Clackamas County.

#### Victim Assistance currently received the following grant funding:

VOCA Non-Competitive Grant / no match requirement/ Expires 9/30/25

CFA grant funds / no match requirement / Expires 9/30/25

BCC/DV Grant / no match requirement / Expires 6/30/26

OVW ICJR Grant / no match requirement / Expires 9/30/25



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 1,050,105          | 1,401,342          | 1,226,729                    | 1,289,845                         | 1,272,729         | 46,000                         | 4%                               |
| Charges, Fees, License, Permits, Fines, Assessments | 64,715             | 35,815             | 140,031                      | 55,000                            | 99,143            | (40,888)                       | -29%                             |
| Other Interfund Transfers                           | 528,561            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 590,783            | 696,619                      | 676,712                           | 801,624           | 105,005                        | 15%                              |
| <b>Operating Revenue</b>                            | <b>1,643,381</b>   | <b>2,027,940</b>   | <b>2,063,379</b>             | <b>2,021,557</b>                  | <b>2,173,496</b>  | <b>110,117</b>                 | <b>5%</b>                        |
| <b>Total Revenue</b>                                | <b>1,643,381</b>   | <b>2,027,940</b>   | <b>2,063,379</b>             | <b>2,021,557</b>                  | <b>2,173,496</b>  | <b>110,117</b>                 | <b>5%</b>                        |
| Personnel Services                                  | 1,104,636          | 1,168,071          | 1,288,073                    | 1,222,657                         | 1,395,210         | 107,137                        | 8%                               |
| Materials and Services                              | 265,477            | 254,777            | 294,805                      | 318,400                           | 297,786           | 2,981                          | 1%                               |
| <b>Operating Expense</b>                            | <b>1,370,113</b>   | <b>1,422,847</b>   | <b>1,582,878</b>             | <b>1,541,057</b>                  | <b>1,692,996</b>  | <b>110,118</b>                 | <b>7%</b>                        |
| Special Payments                                    | 420,000            | 480,500            | 480,500                      | 480,500                           | 480,500           | -                              | 0%                               |
| <b>Total Expense</b>                                | <b>1,790,113</b>   | <b>1,903,347</b>   | <b>2,063,378</b>             | <b>2,021,557</b>                  | <b>2,173,496</b>  | <b>110,118</b>                 | <b>5%</b>                        |
| <b>Revenues Less Expenses</b>                       | <b>(146,731)</b>   | <b>124,593</b>     | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:

The primary role of Victim Assistance is to provide crime victims support and information that enables them to understand and access the rights afforded them under the Oregon Constitution and the Oregon Revised Statutes. We hope to have a Victim Portal set up on our website this year, for Victim's to acquire information related to their case.



## **Justice Court**

### **Karen Brisbin, Justice of the Peace**

The mission of the Justice Court is to provide access to justice services so the public can resolve violations, small claims, civil and landlord/tenant cases in a local court within Clackamas County.

11750 SE 82<sup>nd</sup> Ave #D  
Happy Valley, Oregon 97086  
503-794-3800

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



Justice Court (25)

Department Budget Summary by Fund

| <i>Line of Business Name</i>    | <i>Program Name</i> | FY 23-24<br>General<br>Fund<br>(100) | FY 23-24<br>ARPA<br>Fund<br>(230) | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |
|---------------------------------|---------------------|--------------------------------------|-----------------------------------|-----------------------------|--|-----------------------|
| Justice Court Services          | Criminal Division   | 3,591,859                            | -                                 | 3,591,859                   | -  | 6.5                   |
| Justice Court Services          | Civil Division      | 160,800                              |                                   | 160,800                     | -  | 0.5                   |
| <b>TOTAL</b>                    |                     | 3,752,659                            | -                                 | 3,752,659                   | -  | 7.0                   |
| <b>FY22-23 Budget (Amended)</b> |                     | 4,658,227                            | -                                 | 4,658,227                   | -  | 7.0                   |
| <b>\$ Increase (Decrease)</b>   |                     | -905,568                             | -                                 | -905,568                    | -  | 0.0                   |
| <b>% Increase ( Decrease)</b>   |                     | -19.4%                               | -                                 | -19.4%                      | -  | 0.0%                  |

**\*\*General Fund support is the subsidy, net of any other revenue received by the department.**



**Justice Court**  
**Criminal Division**

**Performance Narrative Statement**

The purpose of the Criminal Division program is to provide access to judicial services by offering multiple options for the resolution of a violation so the public can comply with Oregon law.

**Key Performance Measures**

|        |  | FY 19-20<br>Actual | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Projected<br>Performance | FY 22-23<br>Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | 65% of cited persons will be able to enter a plea in person, by telephone, by mail or online within 30 days of the first appearance date in order to promote public access to justice. | N/A                | N/A                | 100%               | 100%                                 | 100%               |

Program includes:

- Mandated Services  Y/N      **N**
- Shared Services  Y/N      **N**
- Grant Funding  Y/N      **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



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>1,992,060</b>   | <b>631,900</b>     | <b>1,070,227</b>             | <b>685,859</b>                    | <b>485,859</b>    | <b>(584,368)</b>               | <b>-55%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | 6,857              | 9,064              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 2,686,443          | 2,949,091          | 3,043,000                    | 2,775,000                         | 2,856,000         | (187,000)                      | -6%                              |
| All Other Revenue Resources                         | 497,021            | 453,476            | 450,000                      | 350,000                           | 250,000           | (200,000)                      | -44%                             |
| <b>Operating Revenue</b>                            | <b>3,190,321</b>   | <b>3,411,630</b>   | <b>3,493,000</b>             | <b>3,125,000</b>                  | <b>3,106,000</b>  | <b>(387,000)</b>               | <b>-11%</b>                      |
| <b>Total Revenue</b>                                | <b>5,182,381</b>   | <b>4,043,530</b>   | <b>4,563,227</b>             | <b>3,810,859</b>                  | <b>3,591,859</b>  | <b>(971,368)</b>               | <b>-21%</b>                      |
| Personnel Services                                  | 645,471            | 681,298            | 799,588                      | 623,264                           | 885,136           | 85,548                         | 11%                              |
| Materials and Services                              | 845,692            | 821,906            | 1,078,760                    | 1,045,760                         | 1,039,618         | (39,142)                       | -4%                              |
| <b>Operating Expense</b>                            | <b>1,491,163</b>   | <b>1,503,204</b>   | <b>1,878,348</b>             | <b>1,669,024</b>                  | <b>1,924,753</b>  | <b>46,405</b>                  | <b>2%</b>                        |
| Special Payments                                    | 751,268            | 926,506            | 1,200,000                    | 1,200,000                         | 1,200,000         | -                              | 0%                               |
| Unappropriated Ending Fund Balance                  | -                  | -                  | 1,484,879                    | -                                 | 467,106           | (1,017,773)                    | -69%                             |
| <b>Total Expense</b>                                | <b>2,242,431</b>   | <b>2,429,710</b>   | <b>4,563,227</b>             | <b>2,869,024</b>                  | <b>3,591,859</b>  | <b>(971,368)</b>               | <b>-21%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>2,939,950</b>   | <b>1,613,821</b>   | <b>-</b>                     | <b>941,835</b>                    | <b>-</b>          |                                |                                  |

Notes:



**Performance Narrative Statement**

The purpose of the Civil Division program is to provide access to judicial services for the resolution of small claims, civil and landlord/tenant cases by the public at a reasonable cost.

|        |   | Key Performance Measures |                |                |                               |                |                 |
|--------|---|--------------------------|----------------|----------------|-------------------------------|----------------|-----------------|
|        |   | FY19-20 Actual           | FY20-21 Actual | FY21-22 Actual | FY22-23 Projected Performance | FY22-23 Target | FY 23-23 Target |
| Result | 100% of standard small claims, civil and landlord/tenant forms along with annual updates will be accessible in a PDF fillable format on the court's website to improve accuracy, efficiency and convenience to the public through the availability of online forms. | N/A                      | N/A            | 100%           | 100%                          | 100%           | 100%            |
| Result | 90% of professionals will have access to the court's secure software in order to electronically file small claims, civil and landlord/tenant cases for efficiency and cost savings to the public.   | N/A                      | N/A            | 90%            | 100%                          | 100%           | 100%            |

Program includes:

- Mandated Services  Y/N  N
- Shared Services  Y/N  N
- Grant Funding  Y/N  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



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 68,634             | 95,000                       | 175,000                           | 160,800           | 65,800                         | 69%                              |
| <b>Operating Revenue</b>                            | -                  | <b>68,634</b>      | <b>95,000</b>                | <b>175,000</b>                    | <b>160,800</b>    | <b>65,800</b>                  | <b>69%</b>                       |
| <b>Total Revenue</b>                                | -                  | <b>68,634</b>      | <b>95,000</b>                | <b>175,000</b>                    | <b>160,800</b>    | <b>65,800</b>                  | <b>69%</b>                       |
| Personnel Services                                  | -                  | 10,412             | 64,638                       | 55,960                            | 54,956            | (9,682)                        | -15%                             |
| Materials and Services                              | -                  | 1,551              | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | -                  | <b>11,963</b>      | <b>64,638</b>                | <b>55,960</b>                     | <b>54,956</b>     | <b>(9,682)</b>                 | <b>-15%</b>                      |
| Unappropriated Ending Fund Balance                  | -                  | -                  | 30,362                       | -                                 | 105,844           | 75,482                         | 249%                             |
| <b>Total Expense</b>                                | -                  | <b>11,963</b>      | <b>95,000</b>                | <b>55,960</b>                     | <b>160,800</b>    | <b>65,800</b>                  | <b>69%</b>                       |

**Revenues Less Expenses** - 56,670 - 119,040 -

Notes:



## **Juvenile**

**Christina McMahan, Director**

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

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

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



Juvenile Department (26)

Department Budget Summary by Fund

| Line of Business Name                                | Program Name                                     | FY 23-24                         | FY 23-24   | FY 23-24     | FY 23-24                                  | FY 23-24  |
|--|--|----------------------------------|------------|--------------|---|-----------|
|  |  | General Fund (100)               | ARPA (230) | Total Budget | General Fund Support Included in Budget** | Total FTE |
| Administration                                       | Office of the Director                           | 783,304                          | -          | 783,304      | 783,304                                   | 3.0       |
| Administration                                       | Policy, Performance & Research                   | 705,077                          |            | 705,077      | 702,583                                   | 3.4       |
| Accountability & Reformation                         | Court Supervision Services                       | 5,104,383                        |            | 5,104,383    | 4,066,177                                 | 17.9      |
| Accountability & Reformation                         | Victim Services                                  | -                                |            | -            | -   | 0.0       |
| Accountability & Reformation                         | Positive Youth Development                       | 924,455                          |            | 924,455      | 881,455                                   | 3.8       |
| Public Safety  | Assessment                                       | -                                |            | -            | -   | 0.0       |
| Public Safety  | Custody  | -                                |            | -            | -   | 0.0       |
| Youth, Family, Stakeholder & Community Collaboration | Evaluation & Treatment                           | -                                |            | -            | -   | 0.0       |
| Youth, Family, Stakeholder & Community Collaboration | Positive Youth Development                       | -                                |            | -            | -   | 0.0       |
| Youth, Family, Stakeholder & Community Collaboration | Prevention, Early Intervention, & Family Support | 1,285,542                        |            | 1,285,542    | 518,211                                   | 2.6       |
| Youth, Family, Stakeholder & Community Collaboration | Juvenile Intake and Assessment Center            | 2,208,587                        |            | 2,208,587    | 1,881,024                                 | 8.3       |
|  |  | 11,011,348                       | -          | 11,011,348   | 8,832,754                                 | 39.0      |
|  |  | <b>FY 22-23 Budget (Amended)</b> |            | 11,868,877   | 9,789,438                                 | 42.0      |
|  |  | <b>\$ Increase (Decrease)</b>    |            | -857,529     | -956,684                                  | -3.0      |
|  |  | <b>% Increase (Decrease)</b>     |            | -7.2%        | -9.8%                                     | -7.1%     |

\*\*General Fund Support is the subsidy, net of any other revenue received by the department.



**Administration**  
**Office of the Director**

**Purpose Statement**

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

**Performance Narrative Statement**

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

For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.

**Key Performance Measures**

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as<br>of 12/31/22 | FY 23-24<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | Juvenile recidivism is 19% or lower <sub>1</sub>   | 22.56%             | 19.08%             | 19.00%             | 24.60%                                | 19.00%             |
| Result | 70% of identified Strategic Results were achieved  | 33.33%             | 77.78%             | 70.00%             | 77.77%                                | 70.00%             |
| Result | 100% of employees receive a performance evaluation annually that aligns with the department's strategic plan   | 100.00%            | 88.00%             | 100.00%            | 96.29%                                | 100.00%            |
| Result | 100% of employees receive at least 12 hours of training annually that support them in their roles in the Juvenile Department as well as their professional development | 94.40%             | 100.00%            | 100.00%            | 100.00%                               | 100.00%            |
| Result | 100% of employees receive at least 8 hours of "diversity, equity, and inclusion training" annually   | 63.90%             | 100.00%            | 100.00%            | 100.00%                               | 100.00%            |
| Result | 98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system  | 99.36%             | 98.86%             | 98.00%             | 98.51%                                | 98.00%             |

<sub>1</sub>In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2021, but is tracked for the following Calendar Year of 2022, and then reported annually in March of the 2023. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2021), and no new data will be entered until March of year 2024 (and will represent results for youth closed in 2022).

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.

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

Explanation

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



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>425,716</b>     | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 5,987              | 91,845             | 13,920                       | -                                 | -                 | (13,920)                       | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 4,572              | 4,524                        | 4,524                             | -                 | (4,524)                        | -100%                            |
| All Other Revenue Resources                         | 200                | -                  | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 2,102,997          | 17,499             | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 853,532            | 1,350,974                    | 1,334,226                         | 783,304           | (567,670)                      | -42%                             |
| <b>Operating Revenue</b>                            | <b>2,109,184</b>   | <b>967,448</b>     | <b>1,369,418</b>             | <b>1,338,750</b>                  | <b>783,304</b>    | <b>(586,114)</b>               | <b>-43%</b>                      |
| <b>Total Revenue</b>                                | <b>2,534,900</b>   | <b>967,448</b>     | <b>1,369,418</b>             | <b>1,338,750</b>                  | <b>783,304</b>    | <b>(586,114)</b>               | <b>-43%</b>                      |
| Personnel Services                                  | 970,346            | 767,306            | 677,655                      | 648,574                           | 661,231           | (16,424)                       | -2%                              |
| Materials and Services                              | 183,673            | 199,568            | 576,916                      | 401,730                           | 122,073           | (454,843)                      | -79%                             |
| <b>Operating Expense</b>                            | <b>1,154,019</b>   | <b>966,874</b>     | <b>1,254,571</b>             | <b>1,050,304</b>                  | <b>783,304</b>    | <b>(471,267)</b>               | <b>-38%</b>                      |
| Transfers   | 1,875,886          | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>3,029,905</b>   | <b>966,874</b>     | <b>1,254,571</b>             | <b>1,050,304</b>                  | <b>783,304</b>    | <b>(471,267)</b>               | <b>-38%</b>                      |

**Revenues Less Expenses** (495,005) 574 114,847 288,446 -

Notes:



**Purpose Statement**

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

**Performance Narrative Statement**

The Policy, Performance and Research Program (PPRP) establishes criteria to identify and measure quality, effectiveness and compliance. It develops, recommends and tracks department performance measures and evaluates performance in relation to department goals and budget. The PPRP supports Department wide planning efforts by: providing recommendations on organizational improvement methods based on evidence based practices; proposing implementation options; developing and recommending methods to improve operations; and developing processes for systematic organizational improvement. PPRP staff prepare comprehensive reports and presentations, including submissions/reporting to outside agencies, department leadership and staff. Program staff lead and facilitate planning meetings with cross-functional and interdisciplinary teams to identify organizational and system improvements. The Policy, Performance and Research Program provides strategic analysis, planning and support to several key initiatives, both internal and multidisciplinary.

For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.

**Key Performance Measures**

|        |   | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--------|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | 100% of identified Strategic Results are measured and reported            | 100.00%         | 100.00%         | 100.00%         | 100.00%                         | 100.00%         |
| Result | 100% of identified Performance Measures results are measured and reported | 100.00%         | 100.00%         | 100.00%         | 100.00%                         | 100.00%         |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419C.001 Purposes of juvenile justice system in delinquency cases; audits; (1) The Legislative Assembly declares that in delinquency cases, the purposes of the Oregon juvenile justice system from apprehension forward are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. The system is founded on the principles of personal responsibility, accountability and reformation within the context of public safety and restitution to the victims and to the community. The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior. The system shall be open and accountable to the people of Oregon and their elected representatives; (2)(a) Programs, policies and services shall be regularly and independently audited. Audits performed under this subsection must include program audits and performance audits, as defined in ORS 297.070. Programs, policies and services that were established before, on or after June 30, 1995, are subject to audit under this subsection; (b) The programs, policies and services of county juvenile departments shall be subject to regular review pursuant to this subsection. **Shared Services** with the State as listed on Association of Counties chart.



**260102-Policy, Performance & Research**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>29,981</b>      | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 44,433             | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 1,265              | -                  | -                            | -                                 | 2,494             | 2,494                          | -                                |
| All Other Revenue Resources                         | -                  | 10                 | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 332,444            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 469,071            | 629,119                      | 629,119                           | 702,583           | 73,464                         | 12%                              |
| <b>Operating Revenue</b>                            | <b>378,141</b>     | <b>469,081</b>     | <b>629,119</b>               | <b>629,119</b>                    | <b>705,077</b>    | <b>75,958</b>                  | <b>12%</b>                       |
| <b>Total Revenue</b>                                | <b>408,123</b>     | <b>469,081</b>     | <b>629,119</b>               | <b>629,119</b>                    | <b>705,077</b>    | <b>75,958</b>                  | <b>12%</b>                       |
| Personnel Services                                  | 308,876            | 379,790            | 541,626                      | 386,258                           | 582,915           | 41,289                         | 8%                               |
| Materials and Services                              | 68,008             | 89,352             | 87,492                       | 93,759                            | 122,162           | 34,670                         | 40%                              |
| <b>Operating Expense</b>                            | <b>376,884</b>     | <b>469,142</b>     | <b>629,118</b>               | <b>480,017</b>                    | <b>705,077</b>    | <b>75,959</b>                  | <b>12%</b>                       |
| <b>Total Expense</b>                                | <b>376,884</b>     | <b>469,142</b>     | <b>629,118</b>               | <b>480,017</b>                    | <b>705,077</b>    | <b>75,959</b>                  | <b>12%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>31,238</b>      | <b>(61)</b>        | <b>-</b>                     | <b>149,102</b>                    | <b>-</b>          |                                |                                  |

Notes:



# Accountability & Reformation

## Court Supervision Services

### Purpose Statement

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

### Performance Narrative Statement

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

For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.

### Key Performance Measures

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 90% of youth are crime free a year after being on probation in the juvenile justice system <sub>1</sub>                    | 88.61%             | 93.50%             | 90.00%             | 94.60%                                | 90.00%             |
| Result | 95% of youth successfully complete their restitution obligation  | 83.78%             | 83.72%             | 95.00%             | 88.60%                                | 95.00%             |
| Result | 95% of youth on probation will have a case plan for services which addresses their individual risk and needs               | 92.40%             | 100.00%            | 95.00%             | 100.00%                               | 95.00%             |
| Result | 85% of identified youth successfully complete Sex Offense Specific Treatment   | 100.00%            | 100.00%            | 85.00%             | 100.00%                               | 85.00%             |
| Result | 30% of youth have increased protective factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure | 52.31%             | 40.90%             | 30.00%             | 39.10%                                | 30.00%             |
| Result | 65% of youth have decreased risk factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure       | 67.69%             | 61.40%             | 65.00%             | 58.97%                                | 65.00%             |

In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2021, but is tracked for the following Calendar Year of 2022, and then reported annually in March of 2023. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2021), and no new data will be entered until March of year 2024 (and will represent results for youth closed in 2022).

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.230 Formal accountability agreements; when appropriate; consultation with victim. (1) A formal accountability agreement may be entered into when a youth has been referred to a county juvenile department, and a juvenile department counselor has probable cause to believe that the youth may be found to be within the jurisdiction of the juvenile court for one or more acts specified in ORS 419C.005; 419C.446 Probation; requirements. (1) When a court determines it would be in the best interest and welfare of a youth offender, the court may place the youth offender on probation. The court may direct that the youth offender remain in the legal custody of the youth offender's parents or other person with whom the youth offender is living, or the court may direct that the youth offender be placed in the legal custody of some relative or some person maintaining a foster home approved by the court, or in a child care center or a youth care center authorized to accept the youth offender; (2) The court may specify particular requirements to be observed during the probation consistent with recognized juvenile court practice, including but not limited to restrictions on visitation by the youth offender's parents, restrictions on the youth offender's associates, occupation and activities, restrictions on and requirements to be observed by the person having the youth offender's legal custody, requirements for visitation by and consultation with a juvenile counselor or other suitable counselor, requirements to make restitution under ORS 419C.450, requirements of a period of detention under ORS 419C.453, requirements to pay a fine under ORS 419C.459, requirements to pay a supervision fee under ORS 419C.449, requirements to perform community service under ORS 419C.462, or service for the victim under ORS 419C.465, or requirements to submit to blood or buccal testing under ORS 419C.473. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Ongoing Title IV-E funding through Oregon, Department of Human Services (no match required); Ongoing Medicaid Reimbursement through Oregon, Department of Human Services (match required); 2 Year Juvenile Crime Prevention (JCP) Basic funding through State of Oregon, Oregon Youth Authority (no match required); 2 Year Juvenile Crime Prevention (JCP) Diversion funding through State of Oregon, Oregon Youth Authority (no match required); 2 Year Individualized Services funding through State of Oregon, Oregon Youth Authority (no match required)



260202-Court Supervision Services

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>477,279</b>     | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 243,756            | 185,495            | 176,164                      | 129,954                           | 864,097           | 687,933                        | 391%                             |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 10,308             | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 1,618,170          | -                  | -                            | -                                 | 174,109           | 174,109                        | -                                |
| General Fund Support                                | -                  | 1,751,457          | 2,308,105                    | 2,308,105                         | 4,066,177         | 1,758,072                      | 76%                              |
| <b>Operating Revenue</b>                            | <b>1,861,926</b>   | <b>1,947,259</b>   | <b>2,484,269</b>             | <b>2,438,059</b>                  | <b>5,104,383</b>  | <b>2,620,114</b>               | <b>105%</b>                      |
| <b>Total Revenue</b>                                | <b>2,339,205</b>   | <b>1,947,259</b>   | <b>2,484,269</b>             | <b>2,438,059</b>                  | <b>5,104,383</b>  | <b>2,620,114</b>               | <b>105%</b>                      |
| Personnel Services                                  | 1,527,892          | 1,436,388          | 1,723,784                    | 1,555,986                         | 2,509,827         | 786,043                        | 46%                              |
| Materials and Services                              | 425,082            | 400,773            | 760,484                      | 606,166                           | 2,594,556         | 1,834,072                      | 241%                             |
| <b>Operating Expense</b>                            | <b>1,952,974</b>   | <b>1,837,162</b>   | <b>2,484,268</b>             | <b>2,162,152</b>                  | <b>5,104,383</b>  | <b>2,620,115</b>               | <b>105%</b>                      |
| <b>Total Expense</b>                                | <b>1,952,974</b>   | <b>1,837,162</b>   | <b>2,484,268</b>             | <b>2,162,152</b>                  | <b>5,104,383</b>  | <b>2,620,115</b>               | <b>105%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>386,230</b>     | <b>110,098</b>     | <b>-</b>                     | <b>275,907</b>                    | <b>-</b>          |                                |                                  |

Notes:



# Accountability

## Victim Services

### Purpose Statement

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

### Performance Narrative Statement

The Victim Services Program is committed to responding effectively to the needs and concerns of community members who are the victims of crimes committed by juveniles. It is important that we understand what harm victims have experienced and how we can respond in ways that are helpful and meaningful to them. Our primary goal through the Victim Services Program is to reach out to crime victims in order to effectively respond to, and serve, their interests. Additionally, it is our intent to gain an understanding of the harm they have experienced and to have those impacts help shape how the youth is held accountable, both to them and to the community. These responses may include things like restitution, notifications of court proceedings, receiving a letter of responsibility, community service, and Restorative Dialogues (formerly known as Victim Offender Dialogues).

For FY23-24, the department's programs were restructured. This program will be eliminated in FY23-24.

### Key Performance Measures

|        |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as<br>of 12/31/22 | FY 23-24<br>Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff   | 85.18%             | 90.62%             | 87.00%             | 100.00%                               | N/A                |
| Result | 80% of property crime victims will be initially contacted to inform them of Victim Offender Dialogue services | 87.50%             | 94.11%             | 80.00%             | 84.10%                                | N/A                |

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N/A

Explain all "Yes" boxes below

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

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

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

Explanation



|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | 57,751             | -                  | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers     | 215,562            | -                  | -                            | 224,993                           | -                 | -                              | -                                |
| General Fund Support          | -                  | 156,668            | 224,993                      | -                                 | -                 | (224,993)                      | -100%                            |
| <b>Operating Revenue</b>      | <b>215,562</b>     | <b>156,668</b>     | <b>224,993</b>               | <b>224,993</b>                    | -                 | <b>(224,993)</b>               | <b>-100%</b>                     |
| <b>Total Revenue</b>          | <b>273,313</b>     | <b>156,668</b>     | <b>224,993</b>               | <b>224,993</b>                    | -                 | <b>(224,993)</b>               | <b>-100%</b>                     |
| Personnel Services            | 139,454            | 128,074            | 127,535                      | 92,919                            | -                 | (127,535)                      | -100%                            |
| Materials and Services        | 30,092             | 28,574             | 37,555                       | 26,736                            | -                 | (37,555)                       | -100%                            |
| <b>Operating Expense</b>      | <b>169,546</b>     | <b>156,649</b>     | <b>165,090</b>               | <b>119,655</b>                    | -                 | <b>(165,090)</b>               | <b>-100%</b>                     |
| Special Payments              | -                  | -                  | 59,903                       | -                                 | -                 | (59,903)                       | -100%                            |
| <b>Total Expense</b>          | <b>169,546</b>     | <b>156,649</b>     | <b>224,993</b>               | <b>119,655</b>                    | -                 | <b>(224,993)</b>               | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b> | 103,767            | 19                 | -                            | 105,338                           | -                 |                                |                                  |

Notes:



# Accountability & Reformation

## Positive Youth Development

### Purpose Statement

The purpose of the Positive Youth Development Program is to provide skill building, competency development, and restorative engagement services to victims and to youth so they can experience positive change, repair harm, and demonstrate skills to successfully transition to adulthood.

### Performance Narrative Statement

The Positive Youth Development Program uses a variety of interventions to hold youth meaningfully accountable while providing rehabilitative services to reduce their risk of reoffending. All intervention programs include aspects of one or a number of the following components: engaging with education/GED, building employment skills, increasing problem solving skills, improving decision making, building coping skills and increasing empathy in the youth. Some of the intervention programs available to Juvenile Department youth include opportunities to earn money to pay restitution through community service work crews, pro-social activities, skills groups, educational support, job training/work readiness opportunities, and internships. This Program also includes restorative engagement of services to victims and youth.

**For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.**

### Key Performance Measures

|        |  | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--------|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | 85% of youth are engaged with educational programming or participate in opportunities to build employment skills by the time they are no longer on supervision | 81.54%          | 84.30%          | 85.0%           | 85.10%                          | 85.0%           |
| Result | 85% of youth develop enhanced competencies and life skills by the time they are no longer involved with the Juvenile Department                                | 90.76%          | 91.34%          | 85.0%           | 96.30%                          | 85.0%           |

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

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

**Explanation** **Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.470 Opportunities to fulfill obligations imposed by court. The Oregon Youth Authority and county juvenile departments, respectively, and to the extent practicable, shall create opportunities for youth offenders placed in the legal custody of the youth authority or under the supervision of a county juvenile department to pay restitution as ordered by the court and to perform any community service ordered by the court, as well as to fulfill any other obligation imposed by the court. 419C.273 Right of victim to be present at proceedings; advice of rights; notice; (b) The victim must be informed of any constitutional rights of the victim; 419C.450 Restitution (1)(a) It is the policy of the State of Oregon to encourage and promote the payment of restitution and other obligations by youth offenders as well as by adult offenders. In any case within the jurisdiction of the juvenile court pursuant to ORS 419C.005 in which the youth offender caused another person any physical, emotional or psychological injury or any loss of or damage to property, the victim has the right to receive prompt restitution. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Department of Labor for Youth Workforce Innovation and Opportunity Act Services (C-TEC) through the Clackamas Education Service District.



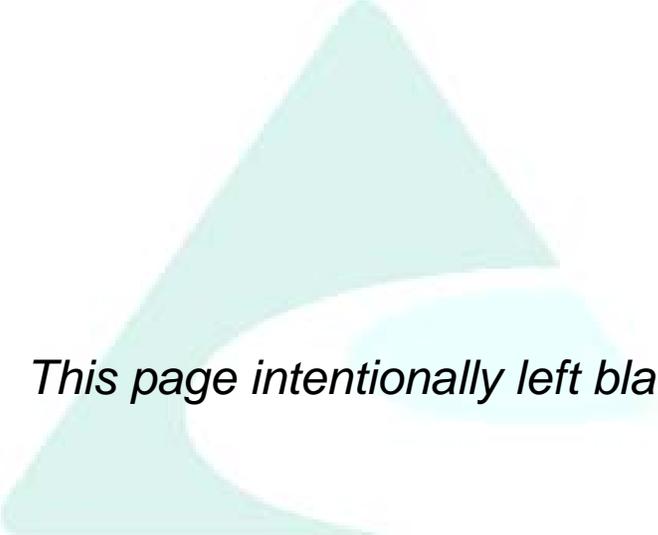
260403-Positive Youth Development

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>442,941</b>     | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 281,566            | 230,461            | 328,371                      | 223,051                           | -                 | (328,371)                      | -100%                            |
| All Other Revenue Resources                        | -                  | 50                 | -                            | 150                               | -                 | -                              | -                                |
| Other Interfund Transfers                          | 354,742            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 442,858            | 740,968                      | 757,716                           | -                 | (740,968)                      | -100%                            |
| <b>Operating Revenue</b>                           | <b>636,308</b>     | <b>673,369</b>     | <b>1,069,339</b>             | <b>980,917</b>                    | -                 | <b>(1,069,339)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                               | <b>1,079,249</b>   | <b>673,369</b>     | <b>1,069,339</b>             | <b>980,917</b>                    | -                 | <b>(1,069,339)</b>             | <b>-100%</b>                     |
| Personnel Services                                 | 399,011            | 374,788            | 631,094                      | 433,778                           | -                 | (631,094)                      | -100%                            |
| Materials and Services                             | 262,553            | 204,378            | 438,246                      | 395,055                           | -                 | (438,246)                      | -100%                            |
| <b>Operating Expense</b>                           | <b>661,564</b>     | <b>579,166</b>     | <b>1,069,340</b>             | <b>828,833</b>                    | -                 | <b>(1,069,340)</b>             | <b>-100%</b>                     |
| <b>Total Expense</b>                               | <b>661,564</b>     | <b>579,166</b>     | <b>1,069,340</b>             | <b>828,833</b>                    | -                 | <b>(1,069,340)</b>             | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                      | <b>417,685</b>     | <b>94,203</b>      | <b>-</b>                     | <b>152,084</b>                    | <b>-</b>          |                                |                                  |

Notes:



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**CLACKAMAS**  
C O U N T Y



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | -                  | -                            | -                                 | 43,000            | 43,000                         | -                                |
| General Fund Support                               | -                  | -                  | -                            | -                                 | 881,455           | 881,455                        | -                                |
| <b>Operating Revenue</b>                           | -                  | -                  | -                            | -                                 | <b>924,455</b>    | <b>924,455</b>                 | -                                |
| <b>Total Revenue</b>                               | -                  | -                  | -                            | -                                 | <b>924,455</b>    | <b>924,455</b>                 | -                                |
| Personnel Services                                 | -                  | -                  | -                            | -                                 | 569,222           | 569,222                        | -                                |
| Materials and Services                             | -                  | -                  | -                            | -                                 | 355,233           | 355,233                        | -                                |
| <b>Operating Expense</b>                           | -                  | -                  | -                            | -                                 | <b>924,455</b>    | <b>924,455</b>                 | -                                |
| <b>Total Expense</b>                               | -                  | -                  | -                            | -                                 | <b>924,455</b>    | <b>924,455</b>                 | -                                |
| <b>Revenues Less Expenses</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:



**Public Safety  
Assessment**

**Purpose Statement**

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

**Performance Narrative Statement**

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

For FY23-24, the department's programs were restructured. This program will be eliminated in FY23-24.

**Key Performance Measures**

|        |  | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--------|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | 95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs | 95.40%          | 95.20%          | 95.00%          | 95.67%                          | N/A             |

Program includes:

- Mandated Services  Y
- Shared Services  Y
- Grant Funding  N/A

Explain all "Yes" boxes below

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

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

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



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>283,970</b>     | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 10,495             | 90,568             | 308,860                      | 196,825                           | -                 | (308,860)                      | -100%                            |
| Other Interfund Transfers                          | 1,169,709          | 24,426             | 24,426                       | 24,426                            | -                 | (24,426)                       | -100%                            |
| General Fund Support                               | -                  | 1,079,015          | 1,715,333                    | 1,685,773                         | -                 | (1,715,333)                    | -100%                            |
| <b>Operating Revenue</b>                           | <b>1,180,204</b>   | <b>1,194,009</b>   | <b>2,048,619</b>             | <b>1,907,024</b>                  | -                 | <b>(2,048,619)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                               | <b>1,464,173</b>   | <b>1,194,009</b>   | <b>2,048,619</b>             | <b>1,907,024</b>                  | -                 | <b>(2,048,619)</b>             | <b>-100%</b>                     |
| Personnel Services                                 | 1,028,030          | 961,843            | 1,325,030                    | 1,017,129                         | -                 | (1,325,030)                    | -100%                            |
| Materials and Services                             | 426,824            | 284,159            | 723,589                      | 528,161                           | -                 | (723,589)                      | -100%                            |
| <b>Operating Expense</b>                           | <b>1,454,855</b>   | <b>1,246,002</b>   | <b>2,048,619</b>             | <b>1,545,290</b>                  | -                 | <b>(2,048,619)</b>             | <b>-100%</b>                     |
| <b>Total Expense</b>                               | <b>1,454,855</b>   | <b>1,246,002</b>   | <b>2,048,619</b>             | <b>1,545,290</b>                  | -                 | <b>(2,048,619)</b>             | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                      | <b>9,319</b>       | <b>(51,993)</b>    | <b>-</b>                     | <b>361,734</b>                    | <b>-</b>          |                                |                                  |

Notes:



# Public Safety

## Custody

### Purpose Statement

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

### Performance Narrative Statement

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

**For FY23-24, the department's programs were restructured. This program will be eliminated in FY23-24.**

### Key Performance Measures

|        |   | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--------|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | Zero in-custody youth file a complaint that is a substantiated Prison Rape Elimination Act (PREA) violation       | 0.00%           | 0.00%           | 0.00%           | 0.00%                           | N/A             |
| Result | Less than 5% of youth admissions lodged in detention are involved in an incident report regarding personal injury | 2.70%           | 0.00%           | 5.00%           | 0.00%                           | N/A             |

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N/A

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:** ORS 419C.001 The system is founded on the principles of personal responsibility, accountability, and reformation within the context of public safety and restitution to the victims and to the community; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. **Shared Services:** with the State as listed on Association of Counties chart.



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | 65,719             | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 986,314            | 914,754            | 916,734                      | 916,734                           | -                 | (916,734)                      | -100%                            |
| Other Interfund Transfers                          | 1,061,758          | 122,761            | 133,968                      | 133,968                           | -                 | (133,968)                      | -100%                            |
| General Fund Support                               | -                  | 1,156,147          | 1,501,415                    | 1,530,975                         | -                 | (1,501,415)                    | -100%                            |
| <b>Operating Revenue</b>                           | <b>2,048,072</b>   | <b>2,193,662</b>   | <b>2,552,117</b>             | <b>2,581,677</b>                  | -                 | <b>(2,552,117)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                               | <b>2,113,791</b>   | <b>2,193,662</b>   | <b>2,552,117</b>             | <b>2,581,677</b>                  | -                 | <b>(2,552,117)</b>             | <b>-100%</b>                     |
| Personnel Services                                 | 550,266            | 510,487            | 720,491                      | 562,015                           | -                 | (720,491)                      | -100%                            |
| Materials and Services                             | 1,672,048          | 1,665,040          | 1,946,473                    | 2,019,662                         | -                 | (1,946,473)                    | -100%                            |
| <b>Operating Expense</b>                           | <b>2,222,314</b>   | <b>2,175,528</b>   | <b>2,666,964</b>             | <b>2,581,677</b>                  | -                 | <b>(2,666,964)</b>             | <b>-100%</b>                     |
| <b>Total Expense</b>                               | <b>2,222,314</b>   | <b>2,175,528</b>   | <b>2,666,964</b>             | <b>2,581,677</b>                  | -                 | <b>(2,666,964)</b>             | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                      | <b>(108,524)</b>   | <b>18,134</b>      | <b>(114,847)</b>             | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:



# Youth, Family, & Community Collaboration

## Evaluation & Treatment

### Purpose Statement

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

### Performance Narrative Statement

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

For FY23-24, the department's programs were restructured. This program will be eliminated in FY23-24.

### Key Performance Measures

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as<br>of 12/31/22 | FY 23-24<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 95% of youth on probation will have a case plan for services which addresses their individual risk and needs | 92.40%             | 100.00%            | 95.00%             | 100.00%                               | N/A                |
| Result | 85% of identified youth successfully complete Sex Offense Specific Treatment                                 | 100.00%            | 100.00%            | 85.00%             | 100.00%                               | N/A                |

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N/A

Explain all "Yes" boxes below

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

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

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



**260402-Evaluation & Treatment**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>142,529</b>     | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | 61,439             | 41,924             | 172,472                      | 124,260                           | -                 | (172,472)                      | -100%                            |
| Other Interfund Transfers                          | 1,159,432          | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 898,594            | 1,318,531                    | 1,318,531                         | -                 | (1,318,531)                    | -100%                            |
| <b>Operating Revenue</b>                           | <b>1,220,871</b>   | <b>940,518</b>     | <b>1,491,003</b>             | <b>1,442,791</b>                  | -                 | <b>(1,491,003)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                               | <b>1,363,400</b>   | <b>940,518</b>     | <b>1,491,003</b>             | <b>1,442,791</b>                  | -                 | <b>(1,491,003)</b>             | <b>-100%</b>                     |
| Personnel Services                                 | 807,622            | 706,515            | 787,949                      | 752,690                           | -                 | (787,949)                      | -100%                            |
| Materials and Services                             | 437,056            | 264,309            | 594,302                      | 435,345                           | -                 | (594,302)                      | -100%                            |
| <b>Operating Expense</b>                           | <b>1,244,678</b>   | <b>970,823</b>     | <b>1,382,251</b>             | <b>1,188,035</b>                  | -                 | <b>(1,382,251)</b>             | <b>-100%</b>                     |
| Special Payments                                   | 45,362             | 46,764             | 108,753                      | 48,850                            | -                 | (108,753)                      | -100%                            |
| <b>Total Expense</b>                               | <b>1,290,040</b>   | <b>1,017,587</b>   | <b>1,491,004</b>             | <b>1,236,885</b>                  | -                 | <b>(1,491,004)</b>             | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                      | <b>73,361</b>      | <b>(77,070)</b>    | -                            | <b>205,906</b>                    | -                 |                                |                                  |

Notes:



# Youth, Family, Stakeholder & Community Collaboration

## Prevention, Early Intervention, & Family Support

### Purpose Statement

The purpose of the Prevention, Early Intervention, & Family Support Program is to provide community-based prevention, diversion, system navigation and connection, and family engagement services to youth and families so families receive the support needed to prevent or interrupt further involvement in the juvenile justice system.

### Performance Narrative Statement

The Prevention, Early Intervention, & Family Support Program uses a variety of interventions to support youth and their families that prevent or reduce the risk for youth to offend or reoffend in order to keep youth safe in and connected to their communities. All youth, family, stakeholder and community collaboration programs include aspects of one or a number of the following components: screenings and assessments for early identification of at risk youth; prevention and early intervention community-based case management; connection to services and resources; restorative opportunities such as community service and diversion circles, family engagement and navigation services and parenting skills classes to support parental authority and involvement while addressing barriers and needs. Collaboration with other systems involved or supporting youth and families is a key component of this program.

For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.

### Key Performance Measures

|        |  | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|--------|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | 95% of youth are crime free a year after participation in diversion in the juvenile justice system <sub>1</sub>                | 90.73%          | 92.40%          | 95.00%          | 95.70%                          | 95.00%          |
| Result | 80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department | 60.00%          | 85.71%          | 80.00%          | 93.30%                          | 80.00%          |
| Result | 70% of youth report they are respected and involved in their reformation   | 41.67%          | 80.64%          | 70.00%          | 100.00%                         | 70.00%          |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

<sub>1</sub>In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2021, but is tracked for the following Calendar Year of 2022, and then reported annually in March of 2023. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2021), and no new data will be entered until March of year 2024 (and will represent results for youth closed in 2022).

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** 2 Year Juvenile Crime Prevention (JCP) Basic funding through State of Oregon, Oregon Youth Authority (no match required); 1 Year US Department of the Interior, Bureau of Land Management (no match required); 2 Year US Department of Justice, Edward Byrne Memorial Justice Assistance grant (no match required); 2 Year Juvenile Crime Prevention (JCP) through State of Oregon, Department of Education (no match required).



**260404-Prevention, Early Intervention, & Family Support**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | -                  | -                            | -                                 | 742,905           | 742,905                        | -                                |
| Other Interfund Transfers                          | -                  | -                  | -                            | -                                 | 24,426            | 24,426                         | -                                |
| General Fund Support                               | -                  | -                  | -                            | -                                 | 518,211           | 518,211                        | -                                |
| <b>Operating Revenue</b>                           | -                  | -                  | -                            | -                                 | <b>1,285,542</b>  | <b>1,285,542</b>               | -                                |
| <b>Total Revenue</b>                               | -                  | -                  | -                            | -                                 | <b>1,285,542</b>  | <b>1,285,542</b>               | -                                |
| Personnel Services                                 | -                  | -                  | -                            | -                                 | 430,948           | 430,948                        | -                                |
| Materials and Services                             | -                  | -                  | -                            | -                                 | 805,744           | 805,744                        | -                                |
| <b>Operating Expense</b>                           | -                  | -                  | -                            | -                                 | <b>1,236,692</b>  | <b>1,236,692</b>               | -                                |
| Special Payments                                   | -                  | -                  | -                            | -                                 | 48,850            | 48,850                         | -                                |
| <b>Total Expense</b>                               | -                  | -                  | -                            | -                                 | <b>1,285,542</b>  | <b>1,285,542</b>               | -                                |

**Revenues Less Expenses** - - - - -

Notes:



# Youth, Family, Stakeholder & Community Collaboration

## Juvenile Intake and Assessment Center

### Purpose Statement

The purpose of the Juvenile Intake and Assessment Center (JIAC) Program is to provide a dedicated 24 hours-a-day/365 days a year resource to support youth, where parent and families and other youth serving agencies can call for supports and information, and law enforcement can bring youth in their custody to receive intake, screening, and assessment services that identify and address immediate youth needs and public safety concerns, while also identifying opportunities for prevention, intervention, and a safe release plan that values community connection while prioritizing community, victim, and youth safety, as well as providing to informal supervision and case management.

### Performance Narrative Statement

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

For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.

### Key Performance Measures

|        |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as<br>of 12/31/22 | FY 23-24<br>Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 95% of youth are crime free a year after being on a formal accountability agreement with the juvenile justice system <sub>1</sub> | 84.84%             | 95.40%             | 95.00%             | 95.50%                                | 95.00%             |

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

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

Explanation

**Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. 419A.057 Payment of maintenance expenses. (1) All expenses incurred in the maintenance of the facilities for detention and the personnel required therefor, except as otherwise provided in subsection (2) of this section, shall be paid upon order of the board of county commissioners or county court from county funds duly levied and collected in any manner provided by law. When joint detention facilities are maintained as provided in ORS 419A.050 (2), each county shall pay its share of the costs and expenses of acquiring, equipping and maintaining the joint detention facilities, to be determined pursuant to an agreement between the counties. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** 2 Year Juvenile Crime Prevention (JCP) Diversion through State of Oregon, Oregon Youth Authority (no match required).



260405-Juvenile Intake and Assessment Center

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Requested<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|--------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                              | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | -                  | -                            | -                                 | 327,563                        | 327,563                        | -                                |
| General Fund Support                               | -                  | -                  | -                            | -                                 | 1,881,024                      | 1,881,024                      | -                                |
| <b>Operating Revenue</b>                           | -                  | -                  | -                            | -                                 | <b>2,208,587</b>               | <b>2,208,587</b>               | -                                |
| <b>Total Revenue</b>                               | -                  | -                  | -                            | -                                 | <b>2,208,587</b>               | <b>2,208,587</b>               | -                                |
| Personnel Services                                 | -                  | -                  | -                            | -                                 | 1,506,312                      | 1,506,312                      | -                                |
| Materials and Services                             | -                  | -                  | -                            | -                                 | 702,275                        | 702,275                        | -                                |
| <b>Operating Expense</b>                           | -                  | -                  | -                            | -                                 | <b>2,208,587</b>               | <b>2,208,587</b>               | -                                |
| <b>Total Expense</b>                               | -                  | -                  | -                            | -                                 | <b>2,208,587</b>               | <b>2,208,587</b>               | -                                |
| <b>Revenues Less Expenses</b>                      | -                  | -                  | -                            | -                                 | -                              | -                              | -                                |

Notes:



## **Law Library**

**Jennifer Dalglish, Law Librarian**

Provide equal access to justice services to Clackamas County patrons, including members of the legal community and general public, so they can obtain legal information, legal research assistance, knowledge for navigating court systems, and access to legal resources and materials.

821 Main St, Room 101  
Oregon City, Oregon 97045  
503-655-8248

Website: <https://www.clackamas.us/lawlibrary>



Law Library (27)

Department Budget Summary by Fund

| <i>Line of Business Name</i>     | <i>Program Name</i>  | FY 23-24<br>Law Library<br>Fund<br>(211) | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |
|----------------------------------|----------------------|--|-----------------------------|--|-----------------------|
| Law Library Administration       | Law Library Services | 558,549                                  | 558,549                     | -  | 2.3                   |
| <b>TOTAL</b>                     |                      | 558,549                                  | 558,549                     | -  | 2.3                   |
| <i>FY 22-23 Budget (Amended)</i> |                      | 482,223                                  | 482,223                     | -  | 2.4                   |
| <i>\$ Increase (Decrease)</i>    |                      | 76,326                                   | 76,326                      | -  | (0.2)                 |
| <i>% Increase ( Decrease)</i>    |                      | 15.8%                                    | 15.8%                       | -  | -7.4%                 |

**\*\*General Fund support is the subsidy of unrestricted revenue, net of any other revenue received by the department.**



**Law Library Line of Business**

**Law Library Program**

**Purpose Statement**

The Law Library program will support the department's work of providing legal research, information and assistance to everyone with a staff of 1 FTE, 1 PTE and 1 on-call position. We anticipate completing our transition to full implementation of Performance Clackamas Budgeting and performance reporting in FY22-23. Although we are proposing to continue Law Library operations with the smallest budget in recent decades, we aim to continue maintaining all existing collection and service levels. The collection includes a carefully balanced selection of both print and electronic materials. Law Library services include, but are not limited to, both legal community and general public legal assistance, as well as legal assistance outreach. The Law Library will continue to serve the advanced legal reference, resource and referral assistance needs of the community beyond what is offered by other entities and institutions.

**Performance Narrative**

**Key Performance Measures**

| Measure | FY20-21 Actual | FY21-22 Actual | FY22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY23-24 Target |
|---------|----------------|----------------|----------------|---------------------------------|----------------|
|         |                |                |                |                                 |                |
|         |                |                |                |                                 |                |
|         |                |                |                |                                 |                |

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

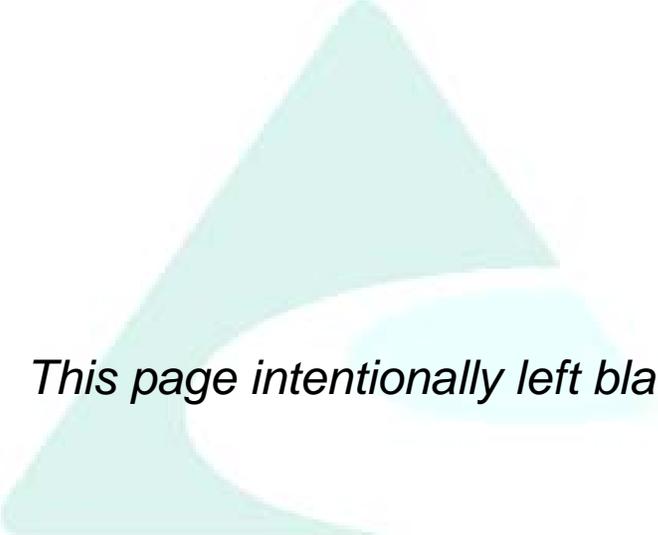
If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      Law Library does not have any Performance Measures in place at this time.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>307,561</b>     | <b>176,632</b>     | <b>124,350</b>               | <b>268,541</b>                    | <b>192,543</b>    | <b>68,193</b>                  | <b>55%</b>                       |
| Federal, State, Local, All Other Gifts & Donations  | 4,805              | 83,001             | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 240,357            | 347,059            | 355,386                      | 355,386                           | 356,386           | 1,000                          | 0%                               |
| All Other Revenue Resources                         | 3,163              | 1,767              | 2,487                        | 2,618                             | 9,620             | 7,133                          | 287%                             |
| <b>Operating Revenue</b>                            | <b>248,325</b>     | <b>431,827</b>     | <b>357,873</b>               | <b>358,004</b>                    | <b>366,006</b>    | <b>8,133</b>                   | <b>2%</b>                        |
| <b>Total Revenue</b>                                | <b>555,886</b>     | <b>608,459</b>     | <b>482,223</b>               | <b>626,545</b>                    | <b>558,549</b>    | <b>76,326</b>                  | <b>16%</b>                       |
| Personnel Services                                  | 240,954            | 206,492            | 309,816                      | 289,816                           | 287,987           | (21,829)                       | -7%                              |
| Materials and Services                              | 138,300            | 133,427            | 145,055                      | 144,186                           | 170,561           | 25,506                         | 18%                              |
| <b>Operating Expense</b>                            | <b>379,254</b>     | <b>339,919</b>     | <b>454,871</b>               | <b>434,002</b>                    | <b>458,549</b>    | <b>3,678</b>                   | <b>1%</b>                        |
| Contingency   | -                  | -                  | 27,352                       | -                                 | 100,000           | 72,648                         | 266%                             |
| <b>Total Expense</b>                                | <b>379,254</b>     | <b>339,919</b>     | <b>482,223</b>               | <b>434,002</b>                    | <b>558,549</b>    | <b>76,326</b>                  | <b>16%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>176,632</b>     | <b>268,541</b>     | <b>-</b>                     | <b>192,543</b>                    | <b>-</b>          |                                |                                  |

Notes:



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**CLACKAMAS**  
C O U N T Y



## **Transportation & Development**

**Dan Johnson, Director**

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

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

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



| Line of Business Name                 | Program Name                                  | FY 23-24         | FY 23-24             | FY 23-24                      | FY 23-24         | FY 23-24            | FY 23-24      |
|---------------------------------------|---|------------------|----------------------|-------------------------------|------------------|---------------------|---------------|
|                                       |   | 100-General Fund | 201-County Fair Fund | 205-Development Services Fund | 208-Lottery Fund | 212-Library Network | 215-Road Fund |
| Administrative Services               | Office of the Director                        |                  |                      |                               | 2,284,757        |                     | 2,044,346     |
| Fleet Services                        | Fleet Management                              |                  |                      |                               |                  |                     |               |
| Fleet Services                        | Vehicle Maintenance & Repair                  |                  |                      |                               |                  |                     |               |
| Transportation Services               | Traffic Safety                                |                  |                      |                               |                  |                     | 6,585,182     |
| Transportation Services               | Transportation Engineering & Construction     |                  |                      |                               |                  |                     | 21,813,627    |
| Transportation Services               | Transportation Maintenance                    |                  |                      |                               |                  |                     | 53,201,590    |
| Transportation Services               | Community Road Fund                           |                  |                      |                               |                  |                     | 30,461,421    |
| Transportation Services               | Damascus Roads                                |                  |                      |                               |                  |                     | 6,643,578     |
| Transportation Services               | Countywide TSDC Area                          |                  |                      |                               |                  |                     |               |
| Transportation Services               | HV Joint TSDC Subarea                         |                  |                      |                               |                  |                     |               |
| Transportation Services               | Fleet   |                  |                      |                               |                  |                     |               |
| BCS Administration                    | Office of the Director                        |                  |                      |                               | -                |                     |               |
| BCS Administration                    | Financial Management & Analysis               |                  |                      |                               | -                |                     |               |
| Assets                                | Forestry                                      |                  |                      |                               |                  |                     |               |
| Assets                                | Property Disposition                          |                  |                      |                               |                  |                     |               |
| Assets                                | Tax, Title, Land                              |                  |                      |                               |                  |                     |               |
| County Parks & Golf                   | County Parks                                  |                  |                      |                               |                  |                     |               |
| County Parks & Golf                   | Stone Creek Golf Club                         |                  |                      |                               |                  |                     |               |
| Fair & Event Center                   | County Events Center                          |                  | -                    |                               |                  |                     |               |
| Fair & Event Center                   | County Fair & Rodeo                           |                  | -                    |                               |                  |                     |               |
| Community Services                    | Gladstone Library                             |                  |                      |                               |                  | 3,233,589           |               |
| Community Services                    | Library Support Services                      |                  |                      |                               |                  | 5,804,209           |               |
| Community Services                    | Oak Lodge Library                             |                  |                      |                               |                  | 10,937,369          |               |
| Community Services                    | Code Enforcement                              | 1,345,901        |                      |                               |                  |                     |               |
| Community Services                    | Dog Services                                  | 3,002,513        |                      |                               |                  |                     |               |
| Community Services                    | Sustainability & Solid Waste                  | 5,671,348        |                      |                               |                  |                     |               |
| Community Services                    | County Parks                                  |                  |                      |                               |                  |                     |               |
| Community Services                    | Forestry                                      |                  |                      |                               |                  |                     |               |
| Community Services                    | Property Disposition                          |                  |                      |                               |                  |                     |               |
| Development Services                  | County Surveyor                               | 1,283,586        |                      |                               |                  |                     |               |
| Development Services                  | Land Use, Development Review & Permitting     | -                |                      | -                             |                  |                     | -             |
| Development Services                  | Long-Range Planning                           | -                |                      |                               |                  |                     | -             |
| Development Services                  | Public Land Corner                            |                  |                      |                               |                  |                     |               |
| Development Services                  | Current Planning                              | 4,124,809        |                      |                               |                  |                     |               |
| Development Services                  | Building Codes                                |                  |                      | 17,757,716                    |                  |                     |               |
| Development Services                  | Septic  |                  |                      | 1,313,034                     |                  |                     |               |
| Development Services                  | Revenue Collected on Behalf of Other Agencies | -                |                      |                               |                  |                     |               |
| Development Services                  | Development Engineering                       |                  |                      |                               |                  |                     | 2,882,112     |
| Livable Communities                   | Code Enforcement                              | -                |                      |                               |                  |                     |               |
| Livable Communities                   | Dog Services                                  | -                |                      |                               |                  |                     |               |
| Livable Communities                   | Sustainability & Solid Waste                  | -                |                      |                               |                  |                     |               |
| Visioning Services                    | Long Range Planning                           | 881,935          |                      |                               |                  |                     | 1,628,132     |
| Visioning Services                    | Regional Policy Coordination                  |                  |                      |                               |                  |                     | 3,144,778     |
| Visioning Services                    | Office of Economic Development                |                  |                      |                               | 7,730,380        |                     |               |
| Economic Development Line of Business | Economic Development                          |                  |                      |                               | -                |                     |               |
| Economic Development Line of Business | Land Bank Authority                           |                  |                      |                               | -                |                     |               |
| TDCS Accounting Programs              | County Event Center                           |                  | 5,928,928            |                               |                  |                     |               |
| TDCS Accounting Programs              | Tax Title Land                                |                  |                      |                               |                  |                     |               |
| TDCS Accounting Programs              | \$ Coll On Behalf of Other Agcy               | 4,500,000        |                      |                               |                  |                     |               |
| TDCS Accounting Programs              | Countywide TSDC                               |                  |                      |                               |                  |                     |               |
| TDCS Accounting Programs              | HV Joint Area TSDC                            |                  |                      |                               |                  |                     |               |
| <b>TOTAL</b>                          |   | 20,810,092       | 5,928,928            | 19,070,750                    | 10,015,137       | 19,975,167          | 128,404,766   |
| <b>FY 22-23 Budget (Amended)</b>      |   | 17,770,199       | 5,955,727            | 20,519,357                    | 5,892,889        | 23,095,947          | 125,507,961   |
| <b>\$ Increase (Decrease)</b>         |   | 3,039,893        | (26,799)             | (1,448,607)                   | 4,122,248        | (3,120,780)         | 2,896,805     |
| <b>% Increase (Decrease)</b>          |   | 17.1%            | -0.4%                | -7.1%                         | 70.0%            | -13.5%              | 2.3%          |

\*\* General Fund Support is the subsidy, net of any other revenue received by the department.



Department of Transportation and Development (30/60)

Department Budget Summary by Fund

| Line of Business Name                 | Program Name                                  | FY 23-24                    | FY 23-24                               | FY 23-24                      | FY 23-24                | FY 23-24                  | FY 23-24                    | FY 23-24                | FY 23-24     | FY 23-24                          | FY 23-24  | FY 23-24 |
|---------------------------------------|---|-----------------------------|--|-------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|--------------|-----------------------------------|-----------|----------|
|                                       |   | 218-Property Resources Fund | 223-Countywide Transportation SDC Fund | 224-Public Land Cor Pres Fund | 230-Special Grants Fund | 257-Parks & Forestry Fund | 601-Stone Creek Golf Course | 770-Fleet Services Fund | Total Budget | General Fund Support in Budget ** | Total FTE |          |
| Administrative Services               | Office of the Director                        |                             |  |                               |                         |                           |                             |                         | 4,329,103    | 350,000                           |           | 9.7      |
| Fleet Services                        | Fleet Management                              |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Fleet Services                        | Vehicle Maintenance & Repair                  |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Transportation Services               | Traffic Safety                                |                             |  |                               |                         |                           |                             |                         | 6,585,182    | -                                 |           | 12.1     |
| Transportation Services               | Transportation Engineering & Construction     |                             |  |                               | 1,573,635               |                           |                             |                         | 23,387,262   | -                                 |           | 21.2     |
| Transportation Services               | Transportation Maintenance                    |                             |  |                               |                         |                           |                             |                         | 53,201,590   | -                                 |           | 101.2    |
| Transportation Services               | Community Road Fund                           |                             |  |                               |                         |                           |                             |                         | 30,461,421   | -                                 |           | -        |
| Transportation Services               | Damascus Roads                                |                             |  |                               |                         |                           |                             |                         | 6,643,578    | -                                 |           | -        |
| Transportation Services               | Countywide TSDC Area                          |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Transportation Services               | HV Joint TSDC Subarea                         |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Transportation Services               | Fleet   |                             |  |                               |                         |                           |                             | 7,890,841               | 7,890,841    | -                                 |           | 22.0     |
| BCS Administration                    | Office of the Director                        |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| BCS Administration                    | Financial Management & Analysis               |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Assets                                | Forestry                                      |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Assets                                | Property Disposition                          |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Assets                                | Tax, Title, Land                              |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| County Parks & Golf                   | County Parks                                  |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| County Parks & Golf                   | Stone Creek Golf Club                         |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Fair & Event Center                   | County Events Center                          |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Fair & Event Center                   | County Fair & Rodeo                           |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Community Services                    | Gladstone Library                             |                             |  |                               | 6,000,000               |                           |                             |                         | 9,233,589    | -                                 |           | 4.7      |
| Community Services                    | Library Support Services                      |                             |  |                               |                         |                           |                             |                         | 5,804,209    | 2,776,689                         |           | 12.0     |
| Community Services                    | Oak Lodge Library                             |                             |  |                               | 9,000,000               |                           |                             |                         | 19,937,369   | -                                 |           | 5.4      |
| Community Services                    | Code Enforcement                              |                             |  |                               |                         |                           |                             |                         | 1,345,901    | -                                 |           | 7.0      |
| Community Services                    | Dog Services                                  |                             |  |                               |                         |                           |                             |                         | 3,002,513    | 1,627,428                         |           | 14.0     |
| Community Services                    | Sustainability & Solid Waste                  |                             |  |                               |                         |                           |                             |                         | 5,671,348    | -                                 |           | 12.9     |
| Community Services                    | County Parks                                  |                             |  |                               |                         | 3,489,755                 | 5,950,182                   |                         | 9,439,937    | -                                 |           | 7.4      |
| Community Services                    | Forestry                                      |                             |  |                               |                         | 5,114,741                 |                             |                         | 5,114,741    | -                                 |           | 2.6      |
| Community Services                    | Property Disposition                          | 2,483,032                   |  |                               |                         |                           |                             |                         | 2,483,032    | -                                 |           | 1.0      |
| Development Services                  | County Surveyor                               |                             |  |                               |                         |                           |                             |                         | 1,283,586    | 408,073                           |           | 6.5      |
| Development Services                  | Land Use, Development Review & Permitting     |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Development Services                  | Long-Range Planning                           |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Development Services                  | Public Land Corner                            |                             |  | 1,448,469                     |                         |                           |                             |                         | 1,448,469    | -                                 |           | 5.5      |
| Development Services                  | Current Planning                              |                             |  |                               |                         |                           |                             |                         | 4,124,809    | 2,116,293                         |           | 14.6     |
| Development Services                  | Building Codes                                |                             |  |                               |                         |                           |                             |                         | 17,757,716   | -                                 |           | 43.1     |
| Development Services                  | Septic  |                             |  |                               |                         |                           |                             |                         | 1,313,034    | -                                 |           | 6.3      |
| Development Services                  | Revenue Collected on Behalf of Other Agencies |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Development Services                  | Development Engineering                       |                             |  |                               |                         |                           |                             |                         | 2,882,112    | -                                 |           | 16.2     |
| Livable Communities                   | Code Enforcement                              |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Livable Communities                   | Dog Services                                  |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Livable Communities                   | Sustainability & Solid Waste                  |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Visioning Services                    | Long Range Planning                           |                             |  |                               |                         |                           |                             |                         | 2,510,067    | 450,000                           |           | 7.7      |
| Visioning Services                    | Regional Policy Coordination                  |                             |  |                               |                         |                           |                             |                         | 3,144,778    | -                                 |           | 4.0      |
| Visioning Services                    | Office of Economic Development                |                             |  |                               |                         |                           |                             |                         | 7,730,380    | -                                 |           | 5.5      |
| Economic Development Line of Business | Economic Development                          |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| Economic Development Line of Business | Land Bank Authority                           |                             |  |                               |                         |                           |                             |                         | -            | -                                 |           | -        |
| TDCS Accounting Programs              | County Event Center                           |                             |  |                               | 4,800,000               |                           |                             |                         | 10,728,928   | -                                 |           | -        |
| TDCS Accounting Programs              | Tax Title Land                                | 592,847                     |  |                               |                         |                           |                             |                         | 592,847      | -                                 |           | -        |
| TDCS Accounting Programs              | \$ Coll On Behalf of Other Agcy               |                             |  |                               |                         |                           |                             |                         | 4,500,000    | -                                 |           | -        |
| TDCS Accounting Programs              | Countywide TSDC                               |                             | 18,290,734                             |                               |                         |                           |                             |                         | 18,290,734   | -                                 |           | -        |
| TDCS Accounting Programs              | HV Joint Area TSDC                            |                             | 1,408,266                              |                               |                         |                           |                             |                         | 1,408,266    | -                                 |           | -        |
| <b>TOTAL</b>                          |   | 3,075,879                   | 19,699,000                             | 1,448,469                     | 21,373,635              | 8,604,496                 | 5,950,182                   | 7,890,841               | 272,247,342  | 7,728,483                         |           | 342.2    |
| <b>FY 22-23 Budget (Amended)</b>      |   | 3,005,518                   | 20,594,969                             | 2,382,328                     | 3,944,088               | 8,763,592                 | 4,702,233                   | 6,939,557               | 249,074,365  | 8,373,867                         |           | 346.2    |
| <b>\$ Increase (Decrease)</b>         |   | 70,361                      | (895,969)                              | (933,859)                     | 17,429,547              | (159,096)                 | 1,247,949                   | 951,284                 | 23,172,977   | (645,384)                         |           | (4.0)    |
| <b>% Increase (Decrease)</b>          |   | 2.3%                        | -4.4%                                  | -39.2%                        | 441.9%                  | -1.8%                     | 26.5%                       | 13.7%                   | 9.3%         | -7.7%                             |           | -1.2%    |



## Administrative Services

### Office of the Director

#### Purpose Statement

Provide leadership, strategic direction + prioritization, financial management + communication services

#### Performance Narrative Statement

DTD Administration coordinates the budget process for each of the 33 Performance Clackamas programs within the department, six of which are pass-through programs with no Performance Clackamas plan. This includes each of the programs within this budget, plus our Urban Renewal, Street Lighting and Library District programs. This increase in total programs from past years is due to the merger of the Business & Community Services and Transportation & Development departments. Staff in this work group provide managerial oversight, financial monitoring, human resources coordination and support services, coordinate the annual review of our strategic plan update, lead policy coordination, plus transportation services and development services at a local and regional level in support of local goals.

- DTD Administration continues to assess general fund reduction options throughout the organization, these funds provide vital support to a number of the department's community facing programs, which provide needed services to the residents of Clackamas County. The assessment has included a review of the services provided by the department to determine those required by state or local statute and prioritized by the Board of County Commissioners, and available funding mechanisms, to right-size service delivery to available funding.

- Following the feedback from the Employee Engagement survey and as a part of the BCS/DTD merger, DTD Administration has focused on refining department structure. The department is adding specificity to program definitions and grouping programs that more efficiently align within shared lines of business.

- DTD is Identifying administrative efficiencies and defining departmental expectations and aligning policies and practices.

#### Key Performance Measures

|                  |  | FY 20-21<br>Actual      | FY 21-22<br>Actual    | FY 22-23<br>Target      | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target      |
|------------------|--|-------------------------|-----------------------|-------------------------|---------------------------------------|-------------------------|
| RESULT           | By 2025, 75% programs with a 2-5 year work plan in place <sup>1</sup>  | 59%                     | 59%                   | 65%                     | 59%                                   | 75%                     |
| OUTPUT           | # employee performance evaluations completed   | 262                     | 259                   | 247                     | 217                                   | 295                     |
| CUSTOMER SERVICE | 90% of people surveyed will continue to report they were happy with the level of service received from all programs                  | COVID                   | 96%                   | 90%                     | 94%                                   | 90%                     |
| RATIO            | Office of the Director FTE : Department FTE  | 4.5 FTE :<br>304.74 FTE | 6 FTE :<br>308.74 FTE | 6.7 FTE :<br>306.74 FTE | 6.7 FTE :<br>301.7 FTE                | 9.7 FTE :<br>348.24 FTE |
| RATIO            | Office of the Director Budget : Department Budget <sup>3</sup>   | \$1.8 M :<br>\$214 M    | \$2.01 M :<br>\$231 M | \$1.9 M :<br>\$235 M    | \$1.5 M :<br>\$235 M                  | \$4.3 M :<br>\$345 M    |
| RATIO            | # employee performance evaluations completed : # employee performance evaluations due <sup>2</sup>                                   | 90%                     | 95%                   | 90%                     | 84%                                   | 295 : 346               |
| RESULT           | % of employees participating in safety training sessions each year [DTD]   | 57%                     | 67%                   | 45%                     | 66%                                   | DISCONTINUE             |
| RESULT           | % employees surveyed who say they have an understanding of the role BCS plays in providing essential services to the community [BCS] | 0%                      | 55%                   | 75%                     | 0%                                    | DISCONTINUE             |
| RESULT           | % contract requests processed and submitted to Procurement within 3 business days of receipt [BCS]                                   | 97%                     | 88%                   | 95%                     | 65%                                   | DISCONTINUE             |

<sup>1</sup> DTD/BCS merger effective FY 2022-23.

<sup>2</sup> Previously reported as a percentage; beginning FY 2023/24 this will be reported as an output/ratio.

<sup>3</sup> Finance prepared a supplemental budget to recognize ARPA lost revenue funds in FY21/22; this was removed from the results.

#### Program includes:

Mandated Services  Yes

Shared Services  No

Grant Funding  No



#### Explanation

Road official. Budget development. EOC support. Collective bargaining. Fiscal review/reporting.





|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>306,579</b>     | <b>302,894</b>     | <b>336,092</b>               | <b>484,521</b>                    | -                 | <b>(336,092)</b>               | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations  | 73,337             | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 512,875            | 615,226            | 401,352                      | 393,774                           | -                 | (401,352)                      | -100%                            |
| <b>Operating Revenue</b>                            | <b>586,212</b>     | <b>615,226</b>     | <b>401,352</b>               | <b>393,774</b>                    | -                 | <b>(401,352)</b>               | <b>-100%</b>                     |
| <b>Total Revenue</b>                                | <b>892,792</b>     | <b>918,120</b>     | <b>737,444</b>               | <b>878,295</b>                    | -                 | <b>(737,444)</b>               | <b>-100%</b>                     |
| Personnel Services                                  | 448,014            | 323,532            | 459,002                      | 168,467                           | -                 | (459,002)                      | -100%                            |
| Materials and Services                              | 141,883            | 110,069            | 176,339                      | 90,416                            | -                 | (176,339)                      | -100%                            |
| <b>Operating Expense</b>                            | <b>589,897</b>     | <b>433,601</b>     | <b>635,341</b>               | <b>258,883</b>                    | -                 | <b>(635,341)</b>               | <b>-100%</b>                     |
| Contingency   | -                  | -                  | 102,103                      | -                                 | -                 | (102,103)                      | -100%                            |
| <b>Total Expense</b>                                | <b>589,897</b>     | <b>433,601</b>     | <b>737,444</b>               | <b>258,883</b>                    | -                 | <b>(737,444)</b>               | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                       | <b>302,894</b>     | <b>484,519</b>     | <b>-</b>                     | <b>619,412</b>                    | <b>-</b>          |                                |                                  |

Notes:

Program was moved from the BCS Office of the Director program (500101) to the DTD Office of the Director program (300101) as part of the DTD/BCS reorganization.



**500102-Financial Management & Analysis**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | 509,409            | 443,049            | 317,910                      | 517,721                           | -                 | (317,910)                      | -100%                            |
| Federal, State, Local, All Other Gifts & Donations  | 43,113             | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 512,875            | 642,293            | 521,352                      | 511,454                           | -                 | (521,352)                      | -100%                            |
| <b>Operating Revenue</b>                            | 555,988            | 642,293            | 521,352                      | 511,454                           | -                 | (521,352)                      | -100%                            |
| <b>Total Revenue</b>                                | 1,065,397          | 1,085,342          | 839,262                      | 1,029,175                         | -                 | (839,262)                      | -100%                            |
| Personnel Services                                  | 527,994            | 508,134            | 610,040                      | 386,451                           | -                 | (610,040)                      | -100%                            |
| Materials and Services                              | 93,834             | 59,485             | 93,851                       | 64,238                            | -                 | (93,851)                       | -100%                            |
| Capital Outlay                                      | 520                | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | 622,348            | 567,619            | 703,891                      | 450,689                           | -                 | (703,891)                      | -100%                            |
| Contingency   | -                  | -                  | 135,371                      | -                                 | -                 | (135,371)                      | -100%                            |
| <b>Total Expense</b>                                | 622,348            | 567,619            | 839,262                      | 450,689                           | -                 | (839,262)                      | -100%                            |
| <b>Revenues Less Expenses</b>                       | 443,049            | 517,723            | -                            | 578,486                           | -                 |                                |                                  |

Notes:  
 Program was moved from the BCS Financial Management & Analysis program (500102) to the DTD Office of the Director program (300101) as part of the DTD/BCS reorganization.



# Transportation Services

## Traffic Safety

### Purpose Statement

Provide traffic operations + engineering services, safety-related education, and commercial vehicle inspections

### Performance Narrative Statement

The Traffic Safety Program supports both infrastructure and non-infrastructure efforts in traffic safety and operations. All of this work is completed under a lens incorporating a public health, equity and a Safe Systems approach.

- Non-infrastructure work includes outreach to students, safety outreach at the County Fair and various safety campaigns, primarily focused on youth and pedestrian safety.
- Infrastructure related traffic operations work includes signing, striping, speed zoning, signal operations, advanced transportation technology and management, motor carrier education/enforcement.
- Safety analysis includes the use of Vision Zero Suite software allowing for full and comprehensive road network screening, diagnostics evaluation, countermeasure performance testing and benefit-to-cost ratio analysis. This provides a thoughtful and strategic approach to safety investments on our road system.

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

### Key Performance Measures

|                  |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero <sup>1</sup> | 36<br>[2020]       | 30<br>[2021]       | 25<br>[2022]       | 13                                    | 0                  |
| OUTPUT           | # of service requests closed (speed zones, vegetation, signing, guard rail, etc.)                                 | 661                | 607                | 700                | 338                                   | 700                |
| CUSTOMER SERVICE | # of speed zone reductions completed annually   | 6                  | 3                  | 8                  | 5                                     | 10                 |
| RATIO            | # temporary radar speed feedback sign placements : # temporary radar speed feedback sign requests <sup>2</sup>    | 0 : 3              | 10 : 15            | 8 : 8              | 3 : 5                                 | 16 : 10            |
| RESULT           | Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024                    | 3                  | 7                  | 8                  | 0                                     | DISCONTINUE        |

<sup>1</sup> Data reported by calendar year.

<sup>2</sup> Previously reported # of requests; not # of placements.

#### Program includes:

Mandated Services  Yes

Shared Services  Yes

Grant Funding  Yes



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

Shared Services: Infrastructure development is a state/county shared service.

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



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>120,364</b>     | <b>89,112</b>      | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 2,388,898          | 2,950,020          | 5,338,765                    | 4,191,799                         | 6,197,782         | 859,017                        | 16%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 234,356            | 235,609            | 308,469                      | 413,889                           | 327,900           | 19,431                         | 6%                               |
| All Other Revenue Resources                         | -                  | -                  | 9,500                        | -                                 | 59,500            | 50,000                         | 526%                             |
| Other Interfund Transfers                           | 140,425            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 165,105            | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>2,763,679</b>   | <b>3,350,734</b>   | <b>5,656,734</b>             | <b>4,605,688</b>                  | <b>6,585,182</b>  | <b>928,448</b>                 | <b>16%</b>                       |
| <b>Total Revenue</b>                                | <b>2,884,043</b>   | <b>3,439,846</b>   | <b>5,656,734</b>             | <b>4,605,688</b>                  | <b>6,585,182</b>  | <b>928,448</b>                 | <b>16%</b>                       |
| Personnel Services                                  | 1,578,648          | 1,554,295          | 1,904,995                    | 1,488,678                         | 1,986,763         | 81,768                         | 4%                               |
| Materials and Services                              | 551,813            | 858,928            | 1,811,010                    | 1,664,084                         | 1,553,376         | (257,634)                      | -14%                             |
| Capital Outlay                                      | 664,469            | 1,026,623          | 1,940,730                    | 1,452,926                         | 3,045,043         | 1,104,313                      | 57%                              |
| <b>Operating Expense</b>                            | <b>2,794,931</b>   | <b>3,439,846</b>   | <b>5,656,735</b>             | <b>4,605,688</b>                  | <b>6,585,182</b>  | <b>928,447</b>                 | <b>16%</b>                       |
| <b>Total Expense</b>                                | <b>2,794,931</b>   | <b>3,439,846</b>   | <b>5,656,735</b>             | <b>4,605,688</b>                  | <b>6,585,182</b>  | <b>928,447</b>                 | <b>16%</b>                       |

**Revenues Less Expenses**

89,112                      -                      -                      -                      -

**Notes:**

Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY2023/24. More than \$3.6M is programmed for 20 of the DTD projects in the Traffic Safety program: - 7 HB2017 Safety Projects - 6 Road Fund Safety Projects - 7 Planning Projects, Outreach Efforts and Safety Audits. The staff in this program also manage projects in the Community Road Fund and Damascus Roads programs.



# Transportation Services

## Transportation Engineering & Construction

### Purpose Statement

Provide survey + design, right-of-way, construction + project management services

### Performance Narrative Statement

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

More than \$17.6M is programmed for 34 projects in various phases of Planning, Design & Construction in the Transportation Engineering & Construction program:

- 12 Bridge Projects
- 8 Road Projects
- 4 Safety Projects
- 4 Storm Drain Projects; including two ARPA funded storm water projects.
- 6 Bike/Ped Projects
- The staff in this program also manage projects in the Community Road Fund and Damascus Roads programs.

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

### Key Performance Measures

|                  |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | Complete Thiessen and El Camino ARPA funded storm drainage projects by 2025   | NEW                | NEW                | NEW                | NEW                                   | 31%                |
| OUTPUT           | # projects managed  | 37                 | 36                 | 36                 | 36                                    | 34                 |
| OUTPUT           | # road miles transferred  | 12.00              | 0.82               | 2.66               | 0.00                                  | 1.00               |
| CUSTOMER SERVICE | 90% completed Capital Improvement Plan (CIP) contracts completed before original contract completion date   | 74%                | 71%                | 90%                | 55%                                   | 90%                |
| RATIO            | # completed Capital Improvement Plan (CIP) contracts coming in under 110% of original contract value :<br># of completed CIP contracts <sup>1</sup> | 87%                | 89%                | 90%                | 91%                                   | 23 : 25            |

<sup>1</sup> Previously reported as a percentage; beginning FY 2023/24 this will be reported as an output/ratio.

#### Program includes:

- Mandated Services  Yes
- Shared Services  Yes
- Grant Funding  Yes



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

Shared Services: Infrastructure development is a state/county shared service.

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



300303-Transportation Engineering & Construction

BCC Priority Alignment: Strong Infrastructure

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | 41,132             | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 7,594,737          | 9,412,284          | 19,215,246                   | 19,697,315                        | 21,984,876        | 2,769,630                      | 14%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 937,753            | 897,303            | 738,437                      | 1,032,131                         | 929,024           | 190,587                        | 26%                              |
| Revenue from Bonds & Other Debts                    | -                  | -                  | -                            | 5,000                             | -                 | -                              | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 39,000            | 39,000                         | -                                |
| Other Interfund Transfers                           | 191,127            | -                  | 50,323                       | -                                 | 434,362           | 384,039                        | 763%                             |
| General Fund Support                                | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>8,723,617</b>   | <b>10,309,587</b>  | <b>20,004,006</b>            | <b>20,734,446</b>                 | <b>23,387,262</b> | <b>3,383,256</b>               | <b>17%</b>                       |
| <b>Total Revenue</b>                                | <b>8,723,617</b>   | <b>10,350,719</b>  | <b>20,004,006</b>            | <b>20,734,446</b>                 | <b>23,387,262</b> | <b>3,383,256</b>               | <b>17%</b>                       |
| Personnel Services                                  | 3,050,724          | 2,922,557          | 3,566,684                    | 2,749,336                         | 3,733,840         | 167,156                        | 5%                               |
| Materials and Services                              | 171,329            | 1,834,521          | 1,822,189                    | 4,023,134                         | 6,019,834         | 4,197,645                      | 230%                             |
| Capital Outlay                                      | 5,460,432          | 5,593,641          | 14,615,132                   | 13,961,976                        | 13,633,588        | (981,544)                      | -7%                              |
| <b>Operating Expense</b>                            | <b>8,682,485</b>   | <b>10,350,719</b>  | <b>20,004,005</b>            | <b>20,734,446</b>                 | <b>23,387,262</b> | <b>3,383,257</b>               | <b>17%</b>                       |
| <b>Total Expense</b>                                | <b>8,682,485</b>   | <b>10,350,719</b>  | <b>20,004,005</b>            | <b>20,734,446</b>                 | <b>23,387,262</b> | <b>3,383,257</b>               | <b>17%</b>                       |

Revenues Less Expenses 41,132 - - - -

Notes:  
 Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY2023/24. More than \$17.6M is programmed for 34 of the DTD projects in the Transportation Engineering & Construction program: - 12 Bridge Projects - 8 Road Projects - 4 Safety Projects - 4 Storm Drain Projects; including two ARPA funded storm water projects. - 6 Bike/Ped Projects The staff in this program also manage projects in the Community Road Fund and Damascus Roads programs.



## Transportation Services Transportation Maintenance

### Purpose Statement

Maintain + repair, preserve, and provide emergency response services for the transportation system

### Performance Narrative Statement

The majority of the funding for this program comes from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees).

Over the next year, the revenue for this program will provide the resources needed to perform paving and other surface treatments, including 5 paving packages totaling 8.13 miles, 2 chip seal packages totaling 34.7 miles and 1 slurry package totaling 19.82 miles. Transportation Maintenance has developed a 5 year maintenance and rehabilitation plan providing guidance for a total of 62.65 miles of roadway to be resurfaced in 23/24.

While some roads will be improved above a PCI of 70, other roads are also deteriorating. Resources will also provide for drainage, vegetation, surface repair, signing, striping, signal, and bridge maintenance on our 1,400 mile road network. County crews will maintain 24-hour emergency response to inclement weather, natural disasters and will respond to more than 2,000 service requests, which will provide the travelling public increased driver safety, a reduction in insurance claims and reduced wear and tear on their vehicles. The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

### Key Performance Measures

|                  |  | FY 20-21<br>Actual            | FY 21-22<br>Actual           | FY 22-23<br>Target           | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target     |
|------------------|--|-------------------------------|------------------------------|------------------------------|---------------------------------------|------------------------|
| RESULT           | By 2025, improve the average condition of urban local county roads to a PCI (Pavement Condition Index) of 65 or higher | NEW                           | NEW                          | NEW                          | NEW                                   | 65                     |
| RESULT           | Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index) or higher                    | NEW                           | NEW                          | NEW                          | NEW                                   | 70                     |
| OUTPUT           | # miles plowed/sanded  | 4,951                         | 11,542                       | 12,000                       | 2,372                                 | 12,000                 |
| OUTPUT           | # miles treated with de-icer   | 2,268                         | 1,578                        | 2,200                        | 3,450                                 | 2,200                  |
| CUSTOMER SERVICE | 90% of service requests that are referred to Transportation Maintenance are responded to within 7 days <sup>1</sup>    | 2,490                         | 2,471                        | 2,300                        | 1,342                                 | 90%                    |
| RATIO            | \$ spent on resurfacing : # miles resurfaced <sup>2</sup>  | \$ not Reported : 24.18 miles | \$ not Reported : 4.87 miles | \$ not Reported : 6.06 miles | \$ not Reported : 5.8 miles           | \$7.78 M : 62.65 miles |
| RESULT           | Maintain the average condition of inspected bridges scored as good condition at 26% or higher                          | 24%                           | 22%                          | 23%                          | 22%                                   | DISCONTINUE            |
| RESULT           | Maintain the average condition of inspected bridges scored as fair condition at 69% or higher                          | 72%                           | 74%                          | 70%                          | 74%                                   | DISCONTINUE            |
| RESULT           | # county road miles with a PCI (Pavement Condition Index) below 70   | 295                           | 157                          | 300                          | 157                                   | DISCONTINUE            |
| OUTPUT           | # lineal feet striped  | 7,172,101                     | 4,756,383                    | 6,000,000                    | 3,356,274                             | DISCONTINUE            |
| DEMAND           | Annual Cost of Illegal Dumping in the Right-of-Way   | \$ 122,640                    | \$ 87,662                    | \$ 100,000                   | \$ 38,763                             | DISCONTINUE            |
| DEMAND           | # labor hours in emergency response mode   | 29,740                        | 4,737                        | 8,000                        | 2,426                                 | DISCONTINUE            |

<sup>1</sup> Previously reported # of service requests; beginning FY 2023/24 this will be reported as a percentage.

<sup>2</sup> Previously reported # miles resurfaced; not the cost of the resurfacing.

**Program includes:**

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



**Explanation**

**Mandated Services:**

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

**Grant Funding:**

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





# Transportation Services

## Community Road Fund

### Purpose Statement

Provide local funding for congestion relief, local road paving, and safety improvements on the transportation system

### Performance Narrative Statement

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

On Nov. 12, 2019, the Board of Commissioners approved recommendations from the Community Road Fund Advisory Committee, the Traffic Safety Commission and staff regarding the projects that will receive Community Road Fund revenues over the next 5-8 years. In 2022, the Board of Commissioners approved a reduction in the rate charged on utility trailers, reducing the renewal fee to \$5/trailer/year.

Almost \$16M is programmed for 17 projects in the Community Road Fund:

- 7 Congestion Relief
- 1 Local Paving
- 5 Safety
- 4 Strategic Investment Fund (SIF)
- SIF funds are included for negotiated Jurisdictional Transfers; transferring maintenance of County roads to cities.

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

### Key Performance Measures

|                  |   | FY 20-21<br>Actual        | FY 21-22<br>Actual        | FY 22-23<br>Target        | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target      |
|------------------|---|---------------------------|---------------------------|---------------------------|---------------------------------------|-------------------------|
| RESULT           | By 2027, 75% of the originally selected CRF funded congestion relief projects will be completed | NEW                       | NEW                       | NEW                       | NEW                                   | 33%                     |
| OUTPUT           | # local road miles paved with CRF funding   | 4.04                      | 1.23                      | 3.41                      | 3.41                                  | 1.67                    |
| CUSTOMER SERVICE | \$ transferred to cities for investment on city road systems                                    | \$ 3,895,875              | \$ 4,036,825              | \$ 4,533,396              | \$ 2,222,110                          | \$ 4,533,396            |
| RATIO            | Total CRF Capital Project Costs (\$) : Non-CRF funding contributed (\$)                         | \$1,78 M :<br>\$211,944   | \$1,57 M :<br>\$219,000   | \$5,68 M :<br>\$1,802,985 | \$2,28 M :<br>\$66,840                | \$15.58 M :<br>\$5.18 M |
| Output           | \$ value of capital projects constructed  | \$ 1,992,501              | \$ 2,390,759              | \$ 7,488,306              | \$ 2,595,439                          | DISCONTINUE             |
| Output           | Strategic Investment Fund:<br>\$ leveraged by \$ other funding for projects of mutual interest  | \$8,184 : \$0             | \$153,838 :<br>\$0        | \$597,557 :<br>\$489,838  | \$56,406 :<br>\$13,925                | DISCONTINUE             |
| Output           | Strategic Investment Fund:<br>\$ to transfer # miles of roads to cities                         | \$433,342 :<br>0.82 miles | \$348,532 :<br>0.82 miles | \$553,706 :<br>1.97 miles | \$0 : 0 miles                         | DISCONTINUE             |

#### Program includes:

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



#### Explanation

##### Mandated Services:

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

##### Shared Services:

Infrastructure development is a state/county shared service.





# Transportation Services

## Damascus Roads

### Purpose Statement

Provide funding for transportation planning, design + construction, and maintenance services for roads in the prior city limits of Damascus

### Performance Narrative Statement

This program tracks the use of State Highway Fund and Local Vehicle Registration Fee revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive both revenues for this area through 2026, based on PSU Population Forecasts. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits.

Almost \$1.5M is programmed for four projects in Damascus Roads:

- 1 Bridge Project
- 2 Road Projects
- 1 Safety Project

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

### Key Performance Measures

|                  |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2027, 30% of the Tier-1 Damascus area TSP projects will be completed  | NEW                | NEW                | NEW                | NEW                                   | 0%                 |
| OUTPUT           | # service request responses  | 14                 | 19                 | 15                 | 6                                     | 15                 |
| CUSTOMER SERVICE | \$ amount collected from state shared revenue sources  | \$ 865,060         | \$ 924,877         | \$ 800,000         | \$ 445,832                            | \$ 891,664         |
| RESULT           | Maintain the average condition of paved county roads within the boundaries of the former city of Damascus at 70 PCI (Pavement Condition Index) or higher | 69                 | 71                 | 67                 | 71                                    | DISCONTINUE        |
| OUTPUT           | # safety projects completed  | 1                  | 0                  | 2                  | 2                                     | DISCONTINUE        |

#### Program includes:

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



#### Explanation

##### Mandated Services:

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

##### Shared Services:

Infrastructure development is a state/county shared service.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>3,799,480</b>   | <b>4,190,810</b>   | <b>4,372,603</b>             | <b>5,150,380</b>                  | <b>5,505,164</b>  | <b>1,132,561</b>               | <b>26%</b>                       |
| Federal, State, Local, All Other Gifts & Donations  | 865,060            | 1,089,696          | 800,000                      | 891,664                           | 918,414           | 118,414                        | 15%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 209,371            | 233,554            | 400,000                      | 400,000                           | 220,000           | (180,000)                      | -45%                             |
| <b>Operating Revenue</b>                            | <b>1,074,431</b>   | <b>1,323,250</b>   | <b>1,200,000</b>             | <b>1,291,664</b>                  | <b>1,138,414</b>  | <b>(61,586)</b>                | <b>-5%</b>                       |
| <b>Total Revenue</b>                                | <b>4,873,912</b>   | <b>5,514,060</b>   | <b>5,572,603</b>             | <b>6,442,044</b>                  | <b>6,643,578</b>  | <b>1,070,975</b>               | <b>19%</b>                       |
| Materials and Services                              | 103,732            | 318,530            | 110,880                      | 156,380                           | 518,346           | 407,466                        | 367%                             |
| Capital Outlay                                      | 579,370            | 45,151             | 1,879,223                    | 780,500                           | 1,185,000         | (694,223)                      | -37%                             |
| <b>Operating Expense</b>                            | <b>683,102</b>     | <b>363,680</b>     | <b>1,990,103</b>             | <b>936,880</b>                    | <b>1,703,346</b>  | <b>(286,757)</b>               | <b>-14%</b>                      |
| Reserve for Future Expenditures                     | -                  | -                  | 3,082,500                    | -                                 | 2,940,232         | (142,268)                      | -5%                              |
| Contingency   | -                  | -                  | 500,000                      | -                                 | 2,000,000         | 1,500,000                      | 300%                             |
| <b>Total Expense</b>                                | <b>683,102</b>     | <b>363,680</b>     | <b>5,572,603</b>             | <b>936,880</b>                    | <b>6,643,578</b>  | <b>1,070,975</b>               | <b>19%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>4,190,810</b>   | <b>5,150,380</b>   | <b>-</b>                     | <b>5,505,164</b>                  | <b>-</b>          |                                |                                  |

Notes:  
 Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY2023/24. Almost \$1.5M is programmed for four projects in Damascus Roads: - 1 Bridge Project - 2 Road Projects - 1 Safety Project. An increased contingency reflects project cost and complexity in the current bid environment.



**Transportation Services**

**Fleet**

**Purpose Statement**

Provide internal fleet management, vehicle + equipment maintenance, and vehicle rental services

**Performance Narrative Statement**

The Fleet Services Program provides comprehensive fleet management services to departments, programs and outside agencies who operate more than 1,300 vehicles and pieces of equipment. A primary focus of this program is to provide safe and efficient vehicles and equipment to our customers.

To ensure downtime of vehicles and equipment is kept as low as possible, our maintenance shops are open 20-hours per day, four days per week to provide a full range of maintenance and repair services. During emergency events our operating hours expand to provide 24-hour coverage 7 days per week to support our customer's emergency operation needs.

Fleet is working to reduce the generation of greenhouse gas emissions and increase the overall efficiency of Clackamas County fleet operations by:

- Replacing our 2009 and older diesel-powered heavy trucks by 2029 as required by Oregon HB2007.
- Encouraging the use of rental program pool vehicles to reduce the number of underutilized individual department owned vehicles.
- Updating the rental fleet by retiring older, less efficient vehicles.

We are using our performance measures to help us monitor and improve our ability to maintain desired levels of safety and efficiency while maximizing vehicle availability. Our goal is to partner with our customers to provide the necessary services and data to help them make informed business decisions to manage and use their fleet resources most efficiently.

**Key Performance Measures**

|                  |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2029, all diesel powered County heavy vehicles will be replaced or retrofitted per State law                           | NEW                | NEW                | NEW                | NEW                                   | 17%                |
| OUTPUT           | # annual safety inspections performed   | 170                | 187                | 170                | 70                                    | 170                |
| CUSTOMER SERVICE | 90% of routine maintenance visits completed within 1 business day [oil change, fluids and safety inspection] <sup>1</sup> | 5 days             | 5 days             | 1.25 days          | 2 days                                | 90%                |
| RATIO            | # preventative maintenance visits performed on-schedule : Total # vehicles maintained                                     | 49%                | 46%                | 50%                | 45%                                   | 563 : 1,128        |
| OPERATIONAL      | 50% motor pool vehicles driven more than 8,000 miles per year   | 0%                 | 1%                 | 25%                | 1%                                    | 25%                |
| RESULT           | % customers happy with the service they received  | 100%               | 100%               | 90%                | 100%                                  | DISCONTINUE        |
| RESULT           | # roadside repairs  | 459                | 643                | 400                | 170                                   | DISCONTINUE        |
| RESULT           | % new vehicles in customer possession within 30 calendar days of delivery   | 0%                 | 24%                | 10%                | 32%                                   | DISCONTINUE        |
| RESULT           | % department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year                          | 18%                | 7%                 | 25%                | 9%                                    | DISCONTINUE        |
| OUTPUT           | Average age of motor pool vehicles available  | 15.48 years        | 14.4 years         | 12 years           | 15.75 years                           | DISCONTINUE        |
| OUTPUT           | # motor pool vehicles available for rental  | 27                 | 21                 | 30                 | 23                                    | DISCONTINUE        |
| DEMAND           | # department lease vehicles   | 101                | 90                 | 110                | 88                                    | DISCONTINUE        |
| DEMAND           | # department owned vehicles   | 151                | 169                | 220                | 163                                   | DISCONTINUE        |

<sup>1</sup> Previously reported as average # of days and separated by light/heavy fleet; beginning FY 2023/24 this will be reported as a percentage.

**Program includes:**

Mandated Services

Shared Services

Grant Funding



**Explanation**



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | <b>471,387</b>    | <b>471,387</b>                 | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 154,200           | 154,200                        | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 7,224,550         | 7,224,550                      | -                                |
| Revenue from Bonds & Other Debts                    | -                  | -                  | -                            | -                                 | 35,000            | 35,000                         | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 5,704             | 5,704                          | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>7,419,454</b>  | <b>7,419,454</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>7,890,841</b>  | <b>7,890,841</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 3,082,323         | 3,082,323                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 4,204,717         | 4,204,717                      | -                                |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 100,000           | 100,000                        | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>7,387,040</b>  | <b>7,387,040</b>               | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 503,801           | 503,801                        | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>7,890,841</b>  | <b>7,890,841</b>               | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 Fleet moved operations to a new modern facility that will increase operational capabilities and improve the level of service they are able to provide to customers. ARPA funds are being used to purchase equipment for the new facility reducing costs to customers in future years. To stabilize revenue for the program, Fleet implemented a new Admin Fee; replacing the previous percentage fuel markup. Coordinating replacement of heavy equipment with diesel engines older than 2010 to comply with HB2007.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>411,976</b>     | <b>216,655</b>     | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 1,950,982          | 2,770,534          | -                            | -                                 | -                 | -                              | -                                |
| Revenue from Bonds & Other Debts                    | 68,381             | 19,674             | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | 2,083              | (1,210)            | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>2,021,446</b>   | <b>2,788,997</b>   | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>                                | <b>2,433,422</b>   | <b>3,005,653</b>   | -                            | -                                 | -                 | -                              | -                                |
| Personnel Services                                  | 459,157            | 413,603            | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services                              | 1,630,783          | 2,094,475          | -                            | -                                 | -                 | -                              | -                                |
| Capital Outlay                                      | 126,827            | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>2,216,767</b>   | <b>2,508,078</b>   | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>2,216,767</b>   | <b>2,508,078</b>   | -                            | -                                 | -                 | -                              | -                                |
| <b>Revenues Less Expenses</b>                       | <b>216,655</b>     | <b>497,575</b>     | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 This program was merged with 770-300203 (Vehicle Maintenance & Repair) FY 2022/23. No YEE or budget request will be entered.





Community Services

Gladstone Library

Purpose Statement

Provide access to education, recreation, community + cultural services

Performance Narrative Statement

The Gladstone Library will serve approximately 135,000 material checkouts and provide a collection of 35,000 items at the Gladstone Library. The Library in the current facility serves over 31,000 visitors annually, with the opening of the new facility before June 30, 2024, the County is expecting an increase in visitors and demand for services.

Gladstone staff currently facilitate 2,900 public internet sessions, over 60 programs and respond to 2,200 reference queries each year.

The offered 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 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2026, residents of the Gladstone community will have access to a new library building offering physical + digital resources, areas for studying + collaboration and facilities to host community events | NEW                | NEW                | NEW                | NEW                                   | 100%               |
| OUTPUT           | # material circulations completed  | 101,108            | 136,270            | 140,000            | 66,712                                | 135,000            |
| CUSTOMER SERVICE | 85% customers happy with the service they received   | NEW                | NEW                | NEW                | NEW                                   | 85%                |
| RATIO            | # youth who sign up for summer reading : # youth who complete the program <sup>1,2</sup>   | COVID              | 52%                | 4%                 | 62%                                   | 370 : 260          |
| RATIO            | # items circulated at least once per year : # items in collection <sup>2</sup>   | 56%                | 56%                | 78%                | 51%                                   | 24,500 : 35,000    |
| CUSTOMER SERVICE | % year-over-year change in signups for kids, teen and adult reading programs   | COVID              | 56%                | 78%                | 51%                                   | DISCONTINUE        |

<sup>1</sup> Programs were canceled due to COVID-19 in 2020

<sup>2</sup> Ratio measure was previously reported as a percentage.

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y



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.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>80,313</b>      | <b>385,805</b>     | <b>866,972</b>               | <b>866,972</b>                    | <b>892,491</b>    | <b>25,519</b>                  | <b>3%</b>                        |
| Federal, State, Local, All Other Gifts & Donations  | 839,905            | 983,842            | 937,223                      | 937,452                           | 7,445,554         | 6,508,331                      | 694%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 250,367            | 5,372              | 2,500                        | 3,154                             | 3,154             | 654                            | 26%                              |
| Revenue from Bonds & Other Debts                    | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | 200,026            | 211,678            | 367,628                      | 364,151                           | 275,717           | (91,911)                       | -25%                             |
| Other Interfund Transfers                           | -                  | (17,833)           | -                            | -                                 | 616,673           | 616,673                        | -                                |
| General Fund Support                                | -                  | 815,819            | 500,000                      | 1,300,000                         | -                 | (500,000)                      | -100%                            |
| <b>Operating Revenue</b>                            | <b>1,290,298</b>   | <b>1,998,879</b>   | <b>1,807,351</b>             | <b>2,604,757</b>                  | <b>8,341,098</b>  | <b>6,533,747</b>               | <b>362%</b>                      |
| <b>Total Revenue</b>                                | <b>1,370,611</b>   | <b>2,384,684</b>   | <b>2,674,323</b>             | <b>3,471,729</b>                  | <b>9,233,589</b>  | <b>6,559,266</b>               | <b>245%</b>                      |
| Personnel Services                                  | 571,508            | 637,058            | 710,961                      | 696,636                           | 714,101           | 3,140                          | 0%                               |
| Materials and Services                              | 250,620            | 273,249            | 314,216                      | 320,195                           | 393,428           | 79,212                         | 25%                              |
| Capital Outlay                                      | 162,678            | 607,403            | 1,553,689                    | 1,562,407                         | 7,900,000         | 6,346,311                      | 408%                             |
| <b>Operating Expense</b>                            | <b>984,806</b>     | <b>1,517,711</b>   | <b>2,578,866</b>             | <b>2,579,238</b>                  | <b>9,007,529</b>  | <b>6,428,663</b>               | <b>249%</b>                      |
| Contingency   | -                  | -                  | 95,457                       | -                                 | 226,060           | 130,603                        | 137%                             |
| <b>Total Expense</b>                                | <b>984,806</b>     | <b>1,517,711</b>   | <b>2,674,323</b>             | <b>2,579,238</b>                  | <b>9,233,589</b>  | <b>6,559,266</b>               | <b>245%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>385,805</b>     | <b>866,972</b>     | <b>-</b>                     | <b>892,491</b>                    | <b>-</b>          |                                |                                  |

Notes:  
 There is a continued focus on operational costs, with ongoing cost sharing and staff efficiencies. On January 26, 2023 the BCC agreed to use County General Funds to fill the remaining balance on the construction of a new Gladstone Library. The next step is to request approval of the Guaranteed Maximum Price (GMP) contract and project budget from the BCC in April/May 2023.



# Community Services

## Library Support Services

### Purpose Statement

Provide integrated systems + shared operational support, and ongoing collaboration services to libraries in Clackamas County

### Performance Narrative Statement

Library Support Services provides a wide variety of centralized services to LINCC member libraries. In FY 2023/2024, this program expects to facilitate close to 9 million patron engagements with library resources.

Customer needs have evolved significantly since the district was formed in 2008. With current staffing levels and limited resources, it's challenging for Library Support Services to keep up with these diverse demands. It's essential to explore funding options and assess the responsibilities outlined in the IGAs to ensure the program's work is sustainable.

While use of physical media has decreased, libraries are providing additional opportunities for engagement. Providing support for these more complex systems (e-content, advanced computing needs, etc.), along with a return to pre-pandemic demand, may negatively impact results of the customer service performance measure.

### Key Performance Measures

|                  |   | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target      |
|------------------|---|-----------------|-----------------|-----------------|---------------------------------|----------------------|
| OUTPUT           | # library patron engagements                                      | 7,373,755       | 8,931,455       | 8,896,774       | 4,448,387                       | 8,800,000            |
| CUSTOMER SERVICE | 85% of libraries agree that services met their expectations       | 98%             | 91%             | 85%             | 85%                             | 85%                  |
| RATIO            | \$ operational budget : # library patron engagements              | NEW             | NEW             | NEW             | NEW                             | \$2.77 M : 8,800,000 |
| RATIO            | \$ operational budget : \$ Library District distribution payments | NEW             | NEW             | NEW             | NEW                             | \$2.77 M : \$23.14 M |
| RESULT           | % technical support requests resolved within one (1) business day | 81%             | 67%             | 75%             | 72%                             | DISCONTINUE          |
| RESULT           | % time the library catalog is operational                         | 99%             | 100%            | 99%             | 100%                            | DISCONTINUE          |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding



**Explanation:** The Library Support Services program is a **mandated service** as indicated in the intergovernmental agreements between Clackamas County and the individual Library Service Providers throughout the District. The 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.



**500504-Library Support Services**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>4,537,170</b>   | <b>4,119,733</b>   | <b>1,869,019</b>             | <b>1,851,795</b>                  | <b>2,293,235</b>  | <b>424,216</b>                 | <b>23%</b>                       |
| Federal, State, Local, All Other Gifts & Donations  | 2,708              | 4,071              | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 23,147             | 70,000                       | 65,000                            | 70,000            | -                              | 0%                               |
| All Other Revenue Resources                         | 624,998            | 536,252            | 751,203                      | 550,000                           | 664,285           | (86,918)                       | -12%                             |
| Other Interfund Transfers                           | 2,095,853          | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 2,337,999          | 2,906,620                    | 2,906,620                         | 2,776,689         | (129,931)                      | -4%                              |
| <b>Operating Revenue</b>                            | <b>2,723,559</b>   | <b>2,901,468</b>   | <b>3,727,823</b>             | <b>3,521,620</b>                  | <b>3,510,974</b>  | <b>(216,849)</b>               | <b>-6%</b>                       |
| <b>Total Revenue</b>                                | <b>7,260,729</b>   | <b>7,021,201</b>   | <b>5,596,842</b>             | <b>5,373,415</b>                  | <b>5,804,209</b>  | <b>207,367</b>                 | <b>4%</b>                        |
| Personnel Services                                  | 1,550,739          | 1,623,372          | 1,708,402                    | 1,482,718                         | 1,827,680         | 119,278                        | 7%                               |
| Materials and Services                              | 1,569,671          | 2,377,424          | 1,798,193                    | 1,517,462                         | 1,444,709         | (353,484)                      | -20%                             |
| Capital Outlay                                      | 20,587             | 318,611            | 140,000                      | 18,000                            | -                 | (140,000)                      | -100%                            |
| <b>Operating Expense</b>                            | <b>3,140,996</b>   | <b>4,319,407</b>   | <b>3,646,595</b>             | <b>3,018,180</b>                  | <b>3,272,389</b>  | <b>(374,206)</b>               | <b>-10%</b>                      |
| Special Payments                                    | -                  | 850,000            | 70,000                       | 62,000                            | 67,000            | (3,000)                        | -4%                              |
| Reserve for Future Expenditures                     | -                  | -                  | 1,880,247                    | -                                 | 2,141,671         | 261,424                        | 14%                              |
| Contingency   | -                  | -                  | -                            | -                                 | 323,149           | 323,149                        | -                                |
| <b>Total Expense</b>                                | <b>3,140,996</b>   | <b>5,169,407</b>   | <b>5,596,842</b>             | <b>3,080,180</b>                  | <b>5,804,209</b>  | <b>207,367</b>                 | <b>4%</b>                        |
| <b>Revenues Less Expenses</b>                       | <b>4,119,733</b>   | <b>1,851,794</b>   | <b>-</b>                     | <b>2,293,235</b>                  | <b>-</b>          |                                |                                  |

Notes:

Operational costs were balanced by rightsizing many areas and through service efficiencies.



Community Services

Oak Lodge Library

Purpose Statement

Provide access to education, recreation, community + cultural services

Performance Narrative Statement

The Oak Lodge Library will serve approximately 190,000 material checkouts and provide a collection of 54,000 items at the Oak Lodge Library. The Library serves 55,000 visitors annually. Staff support 4,323 public internet sessions, over 50 programs and answer 2,700 reference queries.

The offered 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.

It is estimated that construction of the new facility will be 60% complete by June 30, 2024; and customer demand is expected to increase with the completion of the new facility.

Key Performance Measures

|                  |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2026, residents of the Oak Lodge community will have access to a new library building offering physical + digital resources, areas for studying + collaboration and facilities to host community events | NEW                | NEW                | NEW                | NEW                                   | 60%                |
| OUTPUT           | # material circulations completed  | 130,727            | 188,773            | 180,000            | 92,591                                | 190,000            |
| CUSTOMER SERVICE | 85% customers happy with the service they received   | NEW                | NEW                | NEW                | NEW                                   | 85%                |
| RATIO            | # youth who sign up for summer reading : # youth who complete the program <sup>1,2</sup>   | COVID              | 63%                | 4%                 | 60%                                   | 260 : 182          |
| RATIO            | # items circulated at least once per year : # items in collection <sup>2</sup>   | 51%                | 51%                | 80%                | 45%                                   | 37,100 : 53,000    |
| CUSTOMER SERVICE | % year-over-year change in signups for kids, teen and adult reading programs   | COVID              | 51%                | 80%                | 45%                                   | DISCONTINUE        |

<sup>1</sup> Programs were canceled due to COVID-19 in 2020

<sup>2</sup> Ratio measure was previously reported as a percentage.

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y



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.



500505-Oak Lodge Library

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>1,065,473</b>   | <b>1,236,291</b>   | <b>3,005,390</b>             | <b>5,455,229</b>                  | <b>3,632,814</b>  | <b>627,424</b>                 | <b>21%</b>                       |
| Federal, State, Local, All Other Gifts & Donations  | 1,524,131          | 4,450,925          | 2,478,684                    | 1,729,026                         | 11,538,454        | 9,059,770                      | 366%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 21,920             | 1,114,298          | 139,496                      | 133,496                           | 142,000           | 2,504                          | 2%                               |
| Revenue from Bonds & Other Debts                    | -                  | -                  | 9,400,000                    | -                                 | -                 | (9,400,000)                    | -100%                            |
| All Other Revenue Resources                         | -                  | 3,016              | 300                          | 300                               | 49,101            | 48,801                         | 16267%                           |
| Other Interfund Transfers                           | -                  | 17,833             | -                            | -                                 | 4,575,000         | 4,575,000                      | -                                |
| <b>Operating Revenue</b>                            | <b>1,546,051</b>   | <b>5,586,072</b>   | <b>12,018,480</b>            | <b>1,862,822</b>                  | <b>16,304,555</b> | <b>4,286,075</b>               | <b>36%</b>                       |
| <b>Total Revenue</b>                                | <b>2,611,524</b>   | <b>6,822,362</b>   | <b>15,023,870</b>            | <b>7,318,051</b>                  | <b>19,937,369</b> | <b>4,913,499</b>               | <b>33%</b>                       |
| Personnel Services                                  | 588,716            | 780,409            | 842,916                      | 792,836                           | 921,222           | 78,306                         | 9%                               |
| Materials and Services                              | 647,912            | 432,575            | 587,700                      | 555,720                           | 707,402           | 119,702                        | 20%                              |
| Capital Outlay                                      | 138,606            | 154,149            | 13,311,681                   | 2,336,681                         | 17,900,000        | 4,588,319                      | 34%                              |
| <b>Operating Expense</b>                            | <b>1,375,233</b>   | <b>1,367,133</b>   | <b>14,742,297</b>            | <b>3,685,237</b>                  | <b>19,528,624</b> | <b>4,786,327</b>               | <b>32%</b>                       |
| Debt Service  | -                  | -                  | 151,121                      | -                                 | -                 | (151,121)                      | -100%                            |
| Contingency   | -                  | -                  | 130,451                      | -                                 | 408,745           | 278,294                        | 213%                             |
| <b>Total Expense</b>                                | <b>1,375,233</b>   | <b>1,367,133</b>   | <b>15,023,869</b>            | <b>3,685,237</b>                  | <b>19,937,369</b> | <b>4,913,500</b>               | <b>33%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>1,236,291</b>   | <b>5,455,229</b>   | <b>-</b>                     | <b>3,632,814</b>                  | <b>-</b>          |                                |                                  |

Notes:  
 There is a continued focus on operational costs, with ongoing cost sharing and staff efficiencies. On January 26, 2023 the BCC agreed to use County General Funds to fill the remaining balance on the construction of a new Oak Lodge Library. The next step is to request approval of the Guaranteed Maximum Price (GMP) contract and project budget from the BCC in April/May 2023. Ongoing discussions with NCPRD regarding ownership interest.



# Community Services

## Code Enforcement

### Purpose Statement

Provide code education + resolution, and enforcement

### Performance Narrative Statement

After being embedded within the Building Codes, Sustainability and Planning programs for FY 2022/23, Code Enforcement is again reflected as a standalone program as part of the Community Services line of business.

Code Enforcement staff provide enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state and local laws regarding land use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment.

Code Enforcement staff are estimated to investigate more than 3,000 enforcement cases, which is a continuation of service levels. Through process improvements, bringing more cases in front of the Hearings Officer, and reaching compliance for cases in a timely manner, Code Enforcement expected to enforce 135 cases per staff person. This is a decrease from FY 2022/23 and is in alignment with the goal of decreasing the number of code enforcement cases per officer 10% by 2025.

### Key Performance Measures

|                  |  | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|------------------|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| RESULT           | By 2025, number of code enforcement cases per officer will decrease by 10% | NEW             | 150             | 135             | 148                             | 143             |
| OUTPUT           | # cases heard by the Hearings Officer                                      | 36              | 60              | 25              | 39                              | 60              |
| CUSTOMER SERVICE | 75% customers happy with the service they received                         | COVID           | 80%             | NEW             | 82%                             | 75%             |
| RATIO            | # enforceable complaints : # total complaints received                     | 949 : 3,153     | 865 : 3,069     | 900 : 3,000     | 525 : 1,615                     | 900 : 3,100     |
| RATIO            | # cases heard by the Hearings Officer : # enforceable complaints           | 36 : 949        | 60 : 865        | 25 : 900        | 39 : 525                        | 60 : 900        |
| RESULT           | % code violations resolved within 150 days of initial complaint            | 61%             | 26%             | 65%             | 21%                             | DISCONTINUE     |
| RESULT           | % violations investigated within twenty (20) business days                 | 91%             | 82%             | 75%             | 69%                             | DISCONTINUE     |

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### Explanation Mandated Services:

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

#### Shared Services:

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





500506-Code Enforcement

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 282,958           | 282,958                        | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 1,062,943         | 1,062,943                      | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | 1,062,943         | 1,062,943                      | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | 1,345,901         | 1,345,901                      | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 1,064,671         | 1,064,671                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 281,230           | 281,230                        | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | 1,345,901         | 1,345,901                      | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | 1,345,901         | 1,345,901                      | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:

●Reestablish a distinct Code Enforcement program after embedding it in Building, Planning and Sustainability to make the service more accessible to customers ●Address 2,150 complaints received annually, of which 875 are enforceable under county code ●With a continued focus on voluntary compliance, Code Enforcement anticipates taking 60 cases to hearing ●Continue collaboration with Oregon State Police and Neighborhood Livability team to abate nuisance properties



## Community Services

### Dog Services

#### Purpose Statement

Provide sheltering, reunification + placement, licensing, complaint resolution, protection + enforcement

#### Performance Narrative Statement

Dog Services operates a field services program and dog shelter which, on average, will temporarily house 520 dogs over the course of the year with a priority of reuniting dogs with their owners resulting in 330 dogs being reunited. With the efforts of adoption, rescue placement, in shelter care and enrichment, this will total at least 440 dogs being saved. The 15% that are not saved reflect the dogs that are too ill or not safe for placement which is a needed and sometimes overlooked service for our community.

The staff and facility serve both the dog owning and non-dog owning population of incorporated and unincorporated Clackamas County by resolving cases investigated by dog services officers to help ensure safe, livable communities and the licensing of 30,000 dogs, which prevents disease and helps financially support the dog services program. Phone and lobby services are available 5 days per week, to process the 30,000 customer phone calls, emails and lost/found correspondence each year. These contacts pair needs with resources and help to keep people safe and keep dogs safe, licensed and out of the shelter. The shelter is also available 24/7 for intake from law enforcement and staff are onsite 7 days per week to provide daily animal care. Achieving the program targets will protect the public from unsafe dogs and dogs running loose, maintain preparedness for disaster response related to animals as required by the federal PETS act, and reunite the public with lost dogs.

- Shelter populations are increasing after the pandemic, and so is the demand for shelter services in our community, while the resources in the form of rescues and adopters have become more scarce.
- Dog license totals in Clackamas County remain above reported national average for licensing compliance and gaining additional compliance under our existing code is a heavy staff investment and staff is assessing code amendments to improve efficiencies and increase compliance.
- Dog services is an active member of the regional multi agency coordination group for animals in disaster preparedness. This coordinated group stands ready to assist the region in the event of a disaster.

#### Key Performance Measures

|                  |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2023, there will be 30,000 active dog licenses  | 23,662             | 23,813             | 25,000             | 23,583                                | 30,000             |
| OUTPUT           | # dogs returned to owners  | 208                | 327                | 300                | 176                                   | 330                |
| CUSTOMER SERVICE | # public contacts (email + phone + lost and found)   | NEW                | 31,156             | NEW                | 20,037                                | 30,000             |
| RATIO            | # dogs saved (returned to owner + adopted + rescued) : # dogs taken in to the shelter <sup>1</sup> | 89%                | 85%                | 85%                | 82%                                   | 440 : 520          |
| RESULT           | Fewer than 6% of adopted dogs returned to Dog Services within 90-days                              | 0%                 | 15%                | 15%                | 6%                                    | DISCONTINUE        |
| OUTPUT           | # adopted dogs   | COVID              | 47                 | 50                 | 33                                    | DISCONTINUE        |
| DEMAND           | # dog complaint cases  | 1,135              | 1,402              | 1,500              | 591                                   | DISCONTINUE        |
| DEMAND           | # citations issued   | 134                | 519                | 800                | 148                                   | DISCONTINUE        |

<sup>1</sup> Ratio measure was previously reported as a percentage.

#### Program includes:

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



#### Explanation

##### Mandated Services:

As delegated by the health authority, the Dog Services Program is mandated by the State of Oregon to verify rabies vaccination for all dogs in the County (ORS 433.365), respond to incidents of dog bites (ORS 433.345) and when the county establishes a dog control district per ORS 609.030 the governing body may enforce dog control laws within the county and provide for the appointment of dog control officers. ORS 433.385 requires all animals apprehended and impounded for not having a rabies inoculation be held in adequate and sanitary pound. In a county with a dog control program the governing body shall determine a dog license fee and issue licenses as per ORS 609.100. ORS 401.977 establishes the requirement to develop animal emergency plans and the federal PETS act of 2006 requires state and local emergency preparedness plans for household pets following major disasters and emergencies.

##### Grant Funding:

The Dog Sheltering Program receives grant funding from the Clackamas Dogs Foundation. This grant opportunity does not require any match.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 526,639           | 526,639                        | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 30,000            | 30,000                         | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 807,625           | 807,625                        | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 10,821            | 10,821                         | -                                |
| General Fund Support                                | -                  | -                  | -                            | -                                 | 1,627,428         | 1,627,428                      | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>2,475,874</b>  | <b>2,475,874</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>3,002,513</b>  | <b>3,002,513</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 1,708,418         | 1,708,418                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 932,213           | 932,213                        | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>2,640,631</b>  | <b>2,640,631</b>               | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 361,882           | 361,882                        | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>3,002,513</b>  | <b>3,002,513</b>               | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:

To increase revenues, Dog Services is exploring license simplification and cost recovery from cities. Nonprofit & donated funds add value to existing services (such as, emergency vet fund, reunite fund, enrichment). With the loss of three positions in FY2022/23, prioritize services including: •Stray dog intake, reclaim & placement with required veterinary care •M-F public lobby hours •Dog care 7 days/week •24/7 intake for law enforcement •Enforcement by officers for licensing, health/safety/livability





**Community Services**  
**Sustainability & Solid Waste**

**Purpose Statement**

Provide education + technical assistance, program management + planning to reduce waste + conserve resources + oversee franchise program

**Performance Narrative Statement**

The Sustainability & Solid Waste (S&SW) Program's performance highlights for FY 2023/2024

- Sustainability staff and Master Recyclers (who are coordinated by County staff) will attend 37 events with the goal of building up to 50 events by 2025, which allows us to meet our goal of increasing attendance at community events by 35%.
- 60,000 residential and business customers will receive an estimated 7.7 million pickups of garbage, recycling, and yard debris in unincorporated County and Happy Valley.
- Approximately 173,000 households and 14,000 businesses will receive information and education on garbage, recycling and waste reduction topics.
- An estimated 500 businesses, 50 schools, 325 multifamily communities and 37 events will receive technical assistance and support.
- The requirements for food-waste generating businesses are expanding as the rules unfold to include more businesses subject to the requirements. Staff are expanding outreach and technical support to assist a new group of businesses in adoption of food scraps collection to meet the regional requirements.
- Proposed commercial/multifamily developments will receive design review consultations for garbage and recycling enclosures.
- Customers will be able to continue using the Sandy Transfer Station.
- Ongoing development of policy and programs in alignment with the Regional Waste Plan and Recycling Modernization Act.

**Key Performance Measures**

|                  |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2025 increase community events attended by Sustainability staff and/or Master Recycler volunteers by 35%                                      | NEW                | NEW                | NEW                | NEW                                   | 17.5%              |
| OUTPUT           | # customer consultations provided <sup>1</sup>   | 964                | 1,334              | 1,200              | 290                                   | 1,200              |
| CUSTOMER SERVICE | % of material collected curbside that is recycled  | 31%                | 29%                | 35%                | 28%                                   | 35%                |
| RATIO            | # businesses in compliance with food scraps requirement : # businesses required to be in compliance with the food scraps collection requirements | NEW                | NEW                | NEW                | NEW                                   | 320 : 340          |
| OPERATIONAL      | # of garbage and recycling pickups provided  | 6,601,868          | 7,183,176          | 7,000,000          | NOT REPORTED                          | 7,700,000          |
| RESULT           | % schools certified as Oregon Green Schools  | 32%                | 31%                | 25%                | 31%                                   | DISCONTINUE        |
| RESULT           | % county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO)                      | 8%                 | 6%                 | 10%                | 6%                                    | DISCONTINUE        |
| OUTPUT           | # hours of community education provided by # volunteer Master Recyclers  | 117 : 8            | 516 : 25           | 900 : 50           | NOT REPORTED                          | DISCONTINUE        |
| OUTPUT           | # tons of disposal from # customers at Sandy Transfer Station  | 7,529 : 41,625     | 5,648 : 37,694     | 6,000 : 40,000     | 2,903 : 20,264                        | DISCONTINUE        |

<sup>1</sup> Consultations differ from interactions, as they are scheduled on-site consultations with customers. Business consultations are now being counted more comprehensively and can take place in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family, schools, etc.).

**Program includes:**

Mandated Services  Yes

Shared Services  Yes

Grant Funding  No



**Explanation**

**Mandated Services:**

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

**Shared Services:**

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



**500508-Sustainability & Solid Waste**

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

**Budget Summary**

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 2,700,195         | 2,700,195                      | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 749,088           | 749,088                        | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 6,765             | 6,765                          | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 2,215,300         | 2,215,300                      | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>2,971,153</b>  | <b>2,971,153</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>5,671,348</b>  | <b>5,671,348</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 1,927,663         | 1,927,663                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 1,370,842         | 1,370,842                      | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>3,298,505</b>  | <b>3,298,505</b>               | -                                |
| Transfers   | -                  | -                  | -                            | -                                 | 76,000            | 76,000                         | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | -                            | -                                 | 1,959,390         | 1,959,390                      | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 337,453           | 337,453                        | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>5,671,348</b>  | <b>5,671,348</b>               | -                                |

Revenues Less Expenses

- - - - -

Notes:  
 ●Support community clean up activities: finishing work related to Metro clean-up grant; provide \$75K to county land cleanup and \$30K to abandoned RV program ●Help businesses with required commercial food scrap recycling by providing outreach and direct business consultations; tied to \$256K Metro funding ●Program development to meet Regional Waste Plan and new statewide expanding recycling requirements ●Onboarding a Sustainability Manager, and hiring staff as we rebuild and expand materials management focus



600304-Sustainability & Solid Waste

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>1,918,968</b>   | <b>1,626,570</b>   | <b>1,811,513</b>             | <b>2,183,976</b>                  | -                 | <b>(1,811,513)</b>             | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations  | 649,301            | 551,406            | 588,630                      | 1,007,009                         | -                 | (588,630)                      | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 11,622             | 22,223             | 11,600                       | 55,958                            | -                 | (11,600)                       | -100%                            |
| Revenue from Bonds & Other Debts                    | 2,453              | -                  | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | 1,978,557          | 2,145,251          | 2,084,800                    | 2,218,774                         | -                 | (2,084,800)                    | -100%                            |
| <b>Operating Revenue</b>                            | <b>2,641,932</b>   | <b>2,718,880</b>   | <b>2,685,030</b>             | <b>3,281,741</b>                  | -                 | <b>(2,685,030)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                                | <b>4,560,900</b>   | <b>4,345,450</b>   | <b>4,496,543</b>             | <b>5,465,717</b>                  | -                 | <b>(4,496,543)</b>             | <b>-100%</b>                     |
| Personnel Services                                  | 1,412,024          | 1,435,767          | 2,130,197                    | 1,285,854                         | -                 | (2,130,197)                    | -100%                            |
| Materials and Services                              | 1,084,335          | 963,660            | 931,200                      | 1,196,710                         | -                 | (931,200)                      | -100%                            |
| Capital Outlay                                      | 92,972             | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>2,589,331</b>   | <b>2,399,427</b>   | <b>3,061,397</b>             | <b>2,482,564</b>                  | -                 | <b>(3,061,397)</b>             | <b>-100%</b>                     |
| Transfers   | 345,000            | 45,000             | -                            | -                                 | -                 | -                              | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | 1,085,146                    | -                                 | -                 | (1,085,146)                    | -100%                            |
| Contingency   | -                  | -                  | 350,000                      | -                                 | -                 | (350,000)                      | -100%                            |
| <b>Total Expense</b>                                | <b>2,934,331</b>   | <b>2,444,427</b>   | <b>4,496,543</b>             | <b>2,482,564</b>                  | -                 | <b>(4,496,543)</b>             | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                       | <b>1,626,570</b>   | <b>1,901,022</b>   | <b>-</b>                     | <b>2,983,153</b>                  | <b>-</b>          |                                |                                  |

Notes:

Program was moved from the Livable Communities line of business (600304) to the Community Services line of business (500508) as part of the DTD/BCS reorganization.



# Community Services

## County Parks

### Purpose Statement

Provide outdoor recreation + camping, and land stewardship

### Performance Narrative Statement

Clackamas County Parks manages 20 properties totaling approximately 961 acres, with 212 campsites, 19 day-use rental facilities, 6 boat launches, and around 1,700 parking spaces. The program anticipates serving more than a million visitors this year, and hosting over 15,000 nights of camping. Seasonal employees assist our 9 regular employees in providing clean and safe facilities, and working to ensure customers are happy with their recreational experiences.

The Stone Creek Golf Club 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.

Our County Parks system supports tourism and the local recreation economy, and improves the quality of life for our residents. However, we have limited resources to steward our current parks portfolio, so we need to make changes to operations and liquidate some underperforming properties, as we continue to seek out new revenue opportunities.

### Key Performance Measures

|                  |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2025, County Parks will liquidate two properties                               | NEW                | NEW                | NEW                | NEW                                   | 50%                |
| OUTPUT           | # visitors to County Parks  | NEW                | NEW                | NEW                | NEW                                   | 1,057,500          |
| CUSTOMER SERVICE | 90% customers are happy with their recreational experience                        | 94%                | 91%                | 89%                | 91%                                   | 90%                |
| RATIO            | # campsites reserved on weekends : # campsites available on weekends <sup>1</sup> | 48%                | 77%                | 70%                | 50%                                   | 6,989 : 9,984      |
| RATIO            | # golf rounds played : # golf rounds available <sup>1</sup>                       | 70%                | 74%                | 70%                | 67%                                   | 57,500 : 75,000    |
| RESULT           | % occupancy of campground (off-peak)  | 47%                | 31%                | 30%                | 40%                                   | DISCONTINUE        |

Program includes:

|                   |                            |
|-------------------|----------------------------|
| Mandated Services | <input type="checkbox"/> Y |
| Shared Services   | <input type="checkbox"/> N |
| Grant Funding     | <input type="checkbox"/> Y |



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 an OR Parks and Recreation Department (OPRD) County Opportunity Grant, and an OR State Marine Board grant. Additionally, 2019 Metro Parks and Nature Bond allocated funds. County Parks program will use its Oregon State Parks RV Licensing distribution to fund operations and maintenance of county parks.

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.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>485,095</b>     | <b>472,888</b>     | -                            | <b>193,129</b>                    | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 730,888            | 520,764            | 1,102,459                    | 1,110,254                         | -                 | (1,102,459)                    | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 1,178,223          | 1,059,698          | 1,382,567                    | 1,099,500                         | -                 | (1,382,567)                    | -100%                            |
| Revenue from Bonds & Other Debts                    | 863                | 8,150              | 7,500                        | 20,000                            | -                 | (7,500)                        | -100%                            |
| All Other Revenue Resources                         | 213,317            | 272,462            | 220,569                      | 225,217                           | -                 | (220,569)                      | -100%                            |
| Other Interfund Transfers                           | 161,411            | -                  | 275,000                      | 275,000                           | -                 | (275,000)                      | -100%                            |
| General Fund Support                                | -                  | 153,910            | 220,200                      | 220,200                           | -                 | (220,200)                      | -100%                            |
| <b>Operating Revenue</b>                            | <b>2,284,701</b>   | <b>2,014,985</b>   | <b>3,208,295</b>             | <b>2,950,171</b>                  | -                 | <b>(3,208,295)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                                | <b>2,769,796</b>   | <b>2,487,872</b>   | <b>3,208,295</b>             | <b>3,143,300</b>                  | -                 | <b>(3,208,295)</b>             | <b>-100%</b>                     |
| Personnel Services                                  | 1,077,017          | 1,042,975          | 1,364,405                    | 1,168,843                         | -                 | (1,364,405)                    | -100%                            |
| Materials and Services                              | 808,737            | 1,069,808          | 960,632                      | 968,287                           | -                 | (960,632)                      | -100%                            |
| Capital Outlay                                      | 411,155            | 181,963            | 851,031                      | 489,590                           | -                 | (851,031)                      | -100%                            |
| <b>Operating Expense</b>                            | <b>2,296,908</b>   | <b>2,294,747</b>   | <b>3,176,068</b>             | <b>2,626,720</b>                  | -                 | <b>(3,176,068)</b>             | <b>-100%</b>                     |
| Special Payments                                    | -                  | -                  | 1,000                        | -                                 | -                 | (1,000)                        | -100%                            |
| Contingency   | -                  | -                  | 31,226                       | -                                 | -                 | (31,226)                       | -100%                            |
| <b>Total Expense</b>                                | <b>2,296,908</b>   | <b>2,294,747</b>   | <b>3,208,294</b>             | <b>2,626,720</b>                  | -                 | <b>(3,208,294)</b>             | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                       | <b>472,888</b>     | <b>193,126</b>     | -                            | <b>516,580</b>                    | -                 |                                |                                  |

Notes:

Program 500302 was moved to the Community Services line of business (500509) as part of the DTD/BCS reorganization.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 3,175,961         | 3,175,961                      | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 922,962           | 922,962                        | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 4,373,600         | 4,373,600                      | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 342,414           | 342,414                        | -                                |
| Other Interfund Transfers                           | -                  | -                  | -                            | -                                 | 625,000           | 625,000                        | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>6,263,976</b>  | <b>6,263,976</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>9,439,937</b>  | <b>9,439,937</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 1,370,382         | 1,370,382                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 4,449,253         | 4,449,253                      | -                                |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 2,178,499         | 2,178,499                      | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>7,998,134</b>  | <b>7,998,134</b>               | -                                |
| Transfers   | -                  | -                  | -                            | -                                 | 225,000           | 225,000                        | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 1,216,803         | 1,216,803                      | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>9,439,937</b>  | <b>9,439,937</b>               | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:

County Parks returned all General Fund and is partnering with Tourism to develop new campsites at Metzler and Barton parks to maximize revenues to offset rising costs. A formula has been developed for Stone Creek to adequately support ongoing County Parks operations, while saving for required capital investments. A \$225,000 transfer from Stone Creek will support operations and \$400,000 in timber sale proceeds from Forestry will fund required outreach for the Metro Bond earmarked for Clackamas County.





Community Services

Forestry

Purpose Statement

Provide forest + timber, and natural resource management for Clackamas County forestlands, and provide funding for County parks

Performance Narrative

Forestry manages 3,200 acres of county-owned timberland under a 10-year Forest Management Plan adopted in 2018. The program anticipates harvesting an average of 1 Million board feet per year in an environmentally, socially and economically responsible manner. Timber sales comply with the Oregon Forest Practices Act, and generally exceed those requirements.

For long-term sustainability of the program, we need to expand our forest land holdings, to provide resilience and flexibility while increasing our overall rate of harvest. Our county forestlands are operated and maintained by one regular employee with the help of some temporary and seasonal staff, and support from admin staff shared with County Parks.

The Forestry program has provided tree advice and services for a variety of other County departments, and works closely with our County Parks program to maintain tree safety and forest health in our parks. Forestry activities help support the local logging, mill, and engineered wood products economies. The Forestry Program will provide support to County Parks capital projects and operations. 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 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target       |
|------------------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------------|
| OUTPUT           | # million board feet of timber sold  | 0.0                | 0.5                | 0.0                | 0.0                                   | 1.0                      |
| CUSTOMER SERVICE | # acres under contract for harvest   | NEW                | NEW                | NEW                | NEW                                   | 50                       |
| RATIO            | \$ transferred to County Parks :<br>\$ earned from timber sales <sup>1</sup> | NEW                | NEW                | NEW                | NEW                                   | \$400,000 :<br>\$594,020 |
| RESULT           | % young stands actively managed annually                                     | NEW                | 24%                | 20%                | 5%                                    | DISCONTINUE              |

<sup>1</sup> Previously reported on \$ earned; not amount transferred to County Parks.

Program includes:

- Mandated Services  Y
- Shared Services  Y
- Grant Funding  Y



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.



**500202-Forestry**  
 BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>3,780,085</b>   | <b>3,163,244</b>   | <b>3,087,749</b>             | <b>2,903,146</b>                  | -                 | <b>(3,087,749)</b>             | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations  | 52,646             | 87,406             | 49,152                       | 49,152                            | -                 | (49,152)                       | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 22,086             | 3,362              | 1,950                        | 344                               | -                 | (1,950)                        | -100%                            |
| Revenue from Bonds & Other Debts                    | 5,302              | 551,061            | 647,700                      | 250,000                           | -                 | (647,700)                      | -100%                            |
| All Other Revenue Resources                         | 40,598             | 4,355              | 1,718,000                    | 38,000                            | -                 | (1,718,000)                    | -100%                            |
| Other Interfund Transfers                           | 45,000             | 45,000             | 50,746                       | 46,000                            | -                 | (50,746)                       | -100%                            |
| <b>Operating Revenue</b>                            | <b>165,632</b>     | <b>691,184</b>     | <b>2,467,548</b>             | <b>383,496</b>                    | -                 | <b>(2,467,548)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                                | <b>3,945,717</b>   | <b>3,854,427</b>   | <b>5,555,297</b>             | <b>3,286,642</b>                  | -                 | <b>(5,555,297)</b>             | <b>-100%</b>                     |
| Personnel Services                                  | 483,068            | 511,887            | 445,593                      | 371,255                           | -                 | (445,593)                      | -100%                            |
| Materials and Services                              | 272,494            | 418,891            | 532,382                      | 269,843                           | -                 | (532,382)                      | -100%                            |
| Capital Outlay                                      | 26,911             | 20,500             | 912,146                      | -                                 | -                 | (912,146)                      | -100%                            |
| <b>Operating Expense</b>                            | <b>782,474</b>     | <b>951,278</b>     | <b>1,890,121</b>             | <b>641,098</b>                    | -                 | <b>(1,890,121)</b>             | <b>-100%</b>                     |
| Special Payments                                    | -                  | -                  | 1,000                        | -                                 | -                 | (1,000)                        | -100%                            |
| Reserve for Future Expenditures                     | -                  | -                  | 3,506,920                    | -                                 | -                 | (3,506,920)                    | -100%                            |
| Contingency   | -                  | -                  | 157,256                      | -                                 | -                 | (157,256)                      | -100%                            |
| <b>Total Expense</b>                                | <b>782,474</b>     | <b>951,278</b>     | <b>5,555,297</b>             | <b>641,098</b>                    | -                 | <b>(5,555,297)</b>             | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                       | <b>3,163,244</b>   | <b>2,903,149</b>   | <b>-</b>                     | <b>2,645,544</b>                  | <b>-</b>          |                                |                                  |

Notes:  
 Program 500202 was moved to the Community Services line of business (500510) as part of the DTD/BCS reorganization.

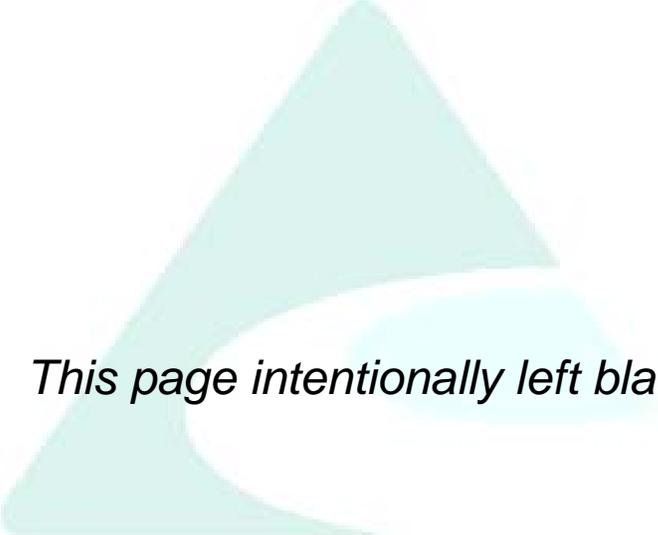


|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 2,645,544         | 2,645,544                      | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 28,825            | 28,825                         | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 750               | 750                            | -                                |
| Revenue from Bonds & Other Debts                    | -                  | -                  | -                            | -                                 | 622,020           | 622,020                        | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 1,741,602         | 1,741,602                      | -                                |
| Other Interfund Transfers                           | -                  | -                  | -                            | -                                 | 76,000            | 76,000                         | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | 2,469,197         | 2,469,197                      | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | 5,114,741         | 5,114,741                      | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 401,119           | 401,119                        | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 293,971           | 293,971                        | -                                |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 523,500           | 523,500                        | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | 1,218,591         | 1,218,591                      | -                                |
| Transfers   | -                  | -                  | -                            | -                                 | 400,000           | 400,000                        | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | -                            | -                                 | 3,149,571         | 3,149,571                      | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 346,579           | 346,579                        | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | 5,114,741         | 5,114,741                      | -                                |

**Revenues Less Expenses**

- - - - -

Notes:  
 Forestry will finish a timber sale, maintain stands and sell non-performing lands. A land purchase is budgeted to gain program acres lost in 2018 due to the Wildfires. A transfer of \$400,000 is budgeted to County Parks. Assumed a hire date of June 2024 on a vacant ET2 to reduce expenditures. Program support coming from DTD-Sustainability & Solid Waste will be used to cleanup dumpsites on County owned forest land.



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**CLACKAMAS**  
C O U N T Y



# Community Services Property Disposition

## Purpose Statement

Provide management and disposition of tax foreclosed properties + repurposing properties for public benefit or returning them to the tax rolls

## Performance Narrative Statement

The Property Disposition program conducts community outreach to citizens at risk of losing their home via tax foreclosure while providing management and disposition of tax foreclosed properties in a cost effective manner.

These activities reduce property management costs by limiting the addition of properties to our portfolio while reducing properties in held for resale category. Property Disposition's 2025 goal is to reduce inventory in this category by 20%. Reaching this target will allow Clackamas County, Municipalities, Special Districts and the public to benefit as properties are repurposed for public benefit or sold to become a private, tax-producing asset.

## Key Performance Measures

|                  |   | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2025, reduce held properties by 20% <sup>1</sup>   | 68                 | 70                 | 55                 | 58                                    | 11%                |
| OUTPUT           | # foreclosure customer contacts & onsite visits conducted   | 76                 | 13                 | 75                 | 29                                    | 130                |
| CUSTOMER SERVICE | 95% of customer inquiries responded to within two (2) business days   | NEW                | NEW                | NEW                | 100%                                  | 95%                |
| RATIO            | \$ total property maintenance expense : # properties held   | NEW                | NEW                | NEW                | \$13,052 : 58                         | \$50,000 : 52      |
| RESULT           | % held for resale foreclosed properties that are repurposed for public benefit or returned to the tax rolls | 9%                 | 20%                | 20%                | 1%                                    | DISCONTINUE        |

Program includes:

|                   |                                |
|-------------------|--------------------------------|
| Mandated Services | <input type="text" value="Y"/> |
| Shared Services   | <input type="text" value="N"/> |
| Grant Funding     | <input type="text" value="N"/> |



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.



**500511-Property Disposition**  
 BCC Priority Alignment: Vibrant Economy  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | <b>2,062,321</b>  | <b>2,062,321</b>               | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 400,000           | 400,000                        | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 20,711            | 20,711                         | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>420,711</b>    | <b>420,711</b>                 | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>2,483,032</b>  | <b>2,483,032</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 175,412           | 175,412                        | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 217,500           | 217,500                        | -                                |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 5,000             | 5,000                          | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>397,912</b>    | <b>397,912</b>                 | -                                |
| Special Payments                                    | -                  | -                  | -                            | -                                 | 60,000            | 60,000                         | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | -                            | -                                 | 1,268,729         | 1,268,729                      | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 756,391           | 756,391                        | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>2,483,032</b>  | <b>2,483,032</b>               | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

**Notes:**

Provides management and disposition of tax foreclosed properties. An auction will be held to dispose of surplus properties. Staff provide customer outreach to property owners nearing foreclosure to educate and connect them with possible resources to avoid foreclosure. This program receives no General Fund, and revenue from property sales vary from year to year, the program maintains reserves of \$100,000 for capital, \$500,000 for property cleanup and unknown liabilities, and four years operating expenses.





## Development Services

### County Surveyor

#### Purpose Statement

Provide survey resources + plat reviews

#### Performance Narrative Statement

The County Surveyor provides services within incorporated cities and for unincorporated areas within Clackamas County.

The Surveyor's Office expects to respond to 2,500 to 3,000 customer inquiries, of which in FY 2023/2024. This slight decrease reflects the uncertainties of the economic conditions we are seeing, but the demand for assistance on subdivision plats, partition plats, condominium plats, middle housing, property line adjustment surveys and boundary surveys filed in a timely manner remains steady, especially in cities where infill is occurring.

Private property owners often seek assistance through emails, phone calls, office visits and specialized research services, this still requires public service at our front counter and takes time away from reviews which allow cost recovery through fees. The resources for this program support the creation and maintenance of permanent records as required by Oregon Revised Statutes, and this ratio reflects fulfillment of public service requests related to these library materials.

Staff within this program support economic development through the review and approval of subdivisions, partitions and condominium plats. For FY 2023/2024 this work is expected to add approximately 1,000 lots and tracts to the county tax rolls. As the regional mix of development continues to change, depending on the economy it is projected there may be a slight decrease in subdivision and partition plats; however, condominiums plat and now middle housing plats are increasing and I believe will continue to increase each year with more infill in the cities within the County.

#### Key Performance Measures

|                  |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2025, 95% of first review comments issued to plat surveyor within 45 calendar days of submittal | 90%                | 90%                | 90%                | 98%                                   | 90%                |
| OUTPUT           | # Record of survey reviews/filings   | 222                | 351                | 250                | 133                                   | 250                |
| CUSTOMER SERVICE | # customer inquiries   | 2,328              | 2,922              | 3,000              | 1,131                                 | 2,200              |
| RATIO            | # lots or parcels created : # subdivision or partition plats recorded                              | 1,086 : 114        | 1,002 : 123        | 1,400 : 120        | 431 : 34                              | 1,000 : 95         |

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### Explanation Mandated Services:

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



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 8,840              | 9,044              | -                            | -                                 | 194,439           | 194,439                        | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 578,778            | 607,328            | 675,460                      | 523,025                           | 680,774           | 5,314                          | 1%                               |
| All Other Revenue Resources                         | 873                | 2,811              | 500                          | 225                               | 300               | (200)                          | -40%                             |
| General Fund Support                                | -                  | 473,385            | 516,646                      | 451,416                           | 408,073           | (108,573)                      | -21%                             |
| <b>Operating Revenue</b>                            | <b>588,490</b>     | <b>1,092,569</b>   | <b>1,192,606</b>             | <b>974,666</b>                    | <b>1,283,586</b>  | <b>90,980</b>                  | <b>8%</b>                        |
| <b>Total Revenue</b>                                | <b>588,490</b>     | <b>1,092,569</b>   | <b>1,192,606</b>             | <b>974,666</b>                    | <b>1,283,586</b>  | <b>90,980</b>                  | <b>8%</b>                        |
| Personnel Services                                  | 734,893            | 793,776            | 932,205                      | 689,454                           | 1,021,838         | 89,633                         | 10%                              |
| Materials and Services                              | 283,266            | 262,131            | 260,400                      | 262,000                           | 261,748           | 1,348                          | 1%                               |
| Capital Outlay                                      | 9,111              | -                  | -                            | 23,212                            | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>1,027,269</b>   | <b>1,055,907</b>   | <b>1,192,605</b>             | <b>974,666</b>                    | <b>1,283,586</b>  | <b>90,981</b>                  | <b>8%</b>                        |
| <b>Total Expense</b>                                | <b>1,027,269</b>   | <b>1,055,907</b>   | <b>1,192,605</b>             | <b>974,666</b>                    | <b>1,283,586</b>  | <b>90,981</b>                  | <b>8%</b>                        |
| <b>Revenues Less Expenses</b>                       | <b>(438,779)</b>   | <b>36,662</b>      | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:

●Reinstate Deputy Surveyor position using ARPA funds for the transition, to aid in succession planning and add to billable hours increasing program revenues ●Continue to meet increasing public inquires (emails, phone calls, in person) while decreasing review timelines ●Support development within the County (cities and county) by review and approval of subdivisions and plats, and increase tax revenues by increasing buildable lots ●Focus on capturing billable project hours to improve cost recovery



**Development Services**

**Public Land Corner**

**Purpose Statement**

Public land corners restoration + preservation

**Performance Narrative Statement**

The Public Land Corner (PLC) supports maintenance of more than 6,400 public land corners that are under the Clackamas County's responsibility. The boundary of all lands privately or publicly owned within the state are affected by Public Land Corners, so it is imperative that they be maintained in the most prudent manner.

Clackamas County receives dedicated funding for this purpose and this program allows us to be accountable for this work. The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property, and has seen a significant reduction of funds with the current economy.

We continue to see a steady increase in requests for Public Land Corners to be restored or maintained, and as the County continues growing, the amount of time spent preserving corners continues to increased due to land development, road improvement projects throughout the County, infrastructure improvements, and private owners developing or utilizing more of their land.

Some of the corners have not been visited in over 40 years; with unstable funding and a jurisdiction as large and geographically diverse as Clackamas County, it is a challenge to visit each corner on a 10 year rotation. As easily accessed corners have been restored, this leaves a higher number of corners that are in locations which are difficult to reach and are farther away from the office.

**Key Performance Measures**

|                  |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2024, restore 60 public land corners annually                           | 23                 | 27                 | 30                 | 24                                    | 60                 |
| OUTPUT           | # corner maps filed  | 23                 | 27                 | 30                 | 24                                    | 60                 |
| CUSTOMER SERVICE | 90% corners set within seven (7) business days of County Surveyor approval | 92%                | 69%                | 90%                | 65%                                   | 90%                |

**Program includes:**

Mandated Services

Shared Services

Grant Funding



**Explanation Mandated Services:**

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





**Development Services**

**Current Planning**

**Purpose Statement**

Foster development + environmental protection, and preserve natural resource lands

**Performance Narrative Statement**

The Current Planning program will respond to approximately 40,000 land use and zoning inquiries from the community, which is flat from FY 2022/2023 and a reduction of 31% from FY 2021/2022, likely due to a slowdown in development-related activity brought on by the national economic climate of inflation and higher interest rates.

The goal is to issue 90% of Type II land use application decisions within 50 days of an application being deemed complete. However, the target for FY 2023/2024 is set at 80% due to reduced staffing in the program, which will increase application processing time. Although we strive for a customer satisfaction rate of 90%, it is expected that this will drop some due to slower response times brought on by the reduced staffing. Both of these targets are also impacted by a high rate of staff turnover in the last year, which has resulted in a loss of experienced staff with institutional knowledge and a need to orient and train new staff.

**Key Performance Measures**

|                  |   | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|------------------|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| RESULT           | By 2025, 90% of Type II decisions issued within 50 calendar days of a complete application  | NEW             | NEW             | NEW             | NEW                             | 80%             |
| OUTPUT           | # development-related interactions provided   | 27,496          | 58,102          | 40,000          | 21,047                          | 40,000          |
| CUSTOMER SERVICE | 90% customers happy with the service they received  | COVID           | 97%             | 90%             | 93%                             | 90%             |
| RATIO            | # hours spent on Type II application processing : # Type II applications processed  | NEW             | NEW             | NEW             | NEW                             | 3,850 : 350     |
| RESULT           | % of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal 5 | 94%             | 81%             | 90%             | 70%                             | DISCONTINUE     |

**Program includes:**

Mandated Services

Shared Services

Grant Funding



**Explanation Mandated Services:**

State law requires counties to implement land use plans and ordinances to ensure development is consistent with local, regional, and state objectives for orderly development, economic growth, efficient infrastructure provision and protection of the environment. (ORS 195, 197 and 215)

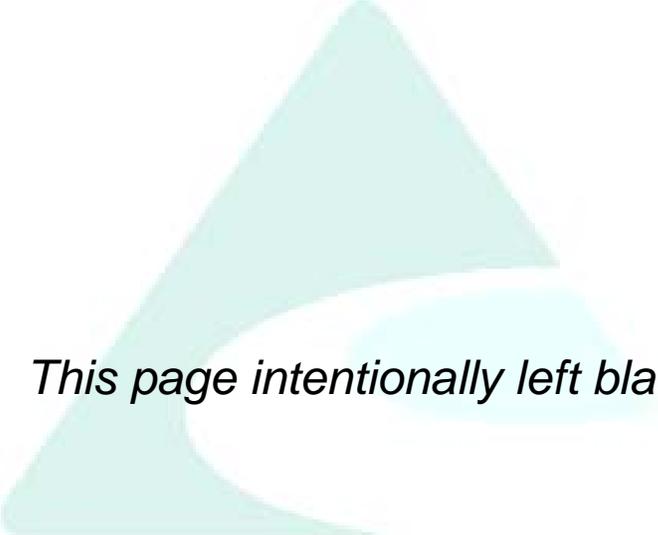
**Shared Services:**

Land Use planning, coordination and permitting are State/County shared services. The State of Oregon is responsible for broader policy level administration and creates rules related to program administration.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 916,812           | 916,812                        | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 66,830            | 66,830                         | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 1,024,874         | 1,024,874                      | -                                |
| General Fund Support                                | -                  | -                  | -                            | -                                 | 2,116,293         | 2,116,293                      | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>3,207,997</b>  | <b>3,207,997</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>4,124,809</b>  | <b>4,124,809</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 2,236,723         | 2,236,723                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 1,302,265         | 1,302,265                      | -                                |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 66,830            | 66,830                         | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>3,605,818</b>  | <b>3,605,818</b>               | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | -                            | -                                 | 158,409           | 158,409                        | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 360,582           | 360,582                        | -                                |
| Unappropriated Ending Fund Balance                  | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>4,124,809</b>  | <b>4,124,809</b>               | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 The primary function of the Current Planning Program is to administer the zoning code. The FTE is directed to responding to public inquiries and processing land use and building permits. Over a seven-month period, 45% of the program's Planners left due to retirement or resignation. Three of the five vacancies have now been filled, which will alleviate pressure on remaining staff. Due to reduced revenues and increasing program costs, one of the vacant Senior Planner positions has been eliminated.



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**CLACKAMAS**  
C O U N T Y



**600203-Land Use, Development Review & Permitting**  
 BCC Priority Alignment: Vibrant Economy  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>11,386,045</b>  | <b>11,090,587</b>  | <b>11,436,644</b>            | <b>11,953,268</b>                 | -                 | <b>(11,436,644)</b>            | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations  | 1,321,858          | 1,737,823          | 1,771,876                    | 1,309,417                         | -                 | (1,771,876)                    | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 10,972,389         | 11,631,128         | 10,861,140                   | 10,545,754                        | -                 | (10,861,140)                   | -100%                            |
| Revenue from Bonds & Other Debts                    | -                  | 15,236             | 4,433                        | 3,250                             | -                 | (4,433)                        | -100%                            |
| All Other Revenue Resources                         | 207,073            | 136,680            | 286,490                      | 235,600                           | -                 | (286,490)                      | -100%                            |
| Other Interfund Transfers                           | 1,519,736          | -                  | 131,830                      | -                                 | -                 | (131,830)                      | -100%                            |
| General Fund Support                                | -                  | 2,206,912          | 2,391,633                    | 2,391,633                         | -                 | (2,391,633)                    | -100%                            |
| <b>Operating Revenue</b>                            | <b>14,021,056</b>  | <b>15,727,779</b>  | <b>15,447,402</b>            | <b>14,485,654</b>                 | -                 | <b>(15,447,402)</b>            | <b>-100%</b>                     |
| <b>Total Revenue</b>                                | <b>25,407,100</b>  | <b>26,818,366</b>  | <b>26,884,046</b>            | <b>26,438,922</b>                 | -                 | <b>(26,884,046)</b>            | <b>-100%</b>                     |
| Personnel Services                                  | 10,010,237         | 10,157,423         | 12,448,210                   | 9,746,009                         | -                 | (12,448,210)                   | -100%                            |
| Materials and Services                              | 4,425,626          | 4,701,097          | 4,383,125                    | 4,235,441                         | -                 | (4,383,125)                    | -100%                            |
| Capital Outlay                                      | 562,140            | 7,200              | 253,830                      | 305,785                           | -                 | (253,830)                      | -100%                            |
| <b>Operating Expense</b>                            | <b>14,998,004</b>  | <b>14,865,720</b>  | <b>17,085,165</b>            | <b>14,287,235</b>                 | -                 | <b>(17,085,165)</b>            | <b>-100%</b>                     |
| Reserve for Future Expenditures                     | -                  | -                  | 8,451,369                    | -                                 | -                 | (8,451,369)                    | -100%                            |
| Contingency   | -                  | -                  | 1,347,513                    | -                                 | -                 | (1,347,513)                    | -100%                            |
| <b>Total Expense</b>                                | <b>14,998,004</b>  | <b>14,865,720</b>  | <b>26,884,047</b>            | <b>14,287,235</b>                 | -                 | <b>(26,884,047)</b>            | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                       | <b>10,409,097</b>  | <b>11,952,646</b>  | <b>-</b>                     | <b>12,151,687</b>                 | <b>-</b>          |                                |                                  |

Notes:

Program was broken out from the Land Use, Development Review & Permitting combined program (600203) to individual programs within the Development Services line of business (6002) as part of the DTD/BCS reorganization.



# Development Services

## Building Codes

### Purpose Statement

Help ensure a safe and vibrant built environment by providing permitting, plan review + inspection

### Performance Narrative Statement

FY 2023/2024 represents the first year that Building Codes is a standalone program as it was previously included as part of the Land Use, Development Review & Permitting line of business. Building Codes will respond to over 250,000 development related inquiries from the community, and estimates permitting 6.35 million square feet of constructed improvements, which brings an estimated value of more than \$390 million into our community. This value is consistent with the improvements constructed in FY 2022/2023, and we are watching for changes in this anticipated activity as interest rates, materials and labor costs increase.

Staff in this program are on track to issue approximately 15,525 permits and will perform more than 51,369 inspections in FY 2023/2024. Permitting and inspection services support the community by providing safe and orderly development of property, increased jobs from construction, and the resulting economic development.

Building Codes, in partnership with Technology Services and the other programs in Development Services, will be undertaking a project to improve our permitting enterprise software. This initiative has a timeline of completion by 2024, and will result in a more stable permitting system with increased functionality for staff and customers.

### Key Performance Measures

|                  |   | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target              |
|------------------|---|-----------------|-----------------|-----------------|---------------------------------|------------------------------|
| RESULT           | By 2024, a timeline will be established for implementation of the preferred permitting enterprise software            | NEW             | NEW             | NEW             | NEW                             | 100%                         |
| OUTPUT           | # development-related interactions (customer inspections/inquiries) provided  | 299,361         | 253,759         | 250,000         | 140,751                         | 250,000                      |
| CUSTOMER SERVICE | 90% customers happy with the service they received  | COVID           | 97%             | 90%             | 97%                             | 90%                          |
| RATIO            | \$ value of constructed improvements : \$ Operational Budget <sup>1</sup>   | \$ 384,915,929  | \$392,703,238   | \$375,000,000   | \$233,077,835                   | \$390,000,000 : \$12,144,315 |
| RESULT           | # square feet constructed   | 6,799,728       | 6,030,809       | 6,350,000       | 3,721,383                       | DISCONTINUE                  |
| RESULT           | % of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal | 82%             | 46%             | 75%             | 37%                             | DISCONTINUE                  |

<sup>1</sup> Previously reported on \$ Value of Constructed Improvements; added operational budget for FY 2023/24.

#### Program includes:

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



#### Explanation **Mandated Services:**

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

#### **Shared Services:**

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



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 10,646,196        | 10,646,196                     | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 6,889,250         | 6,889,250                      | -                                |
| Revenue from Bonds & Other Debts                    | -                  | -                  | -                            | -                                 | 2,000             | 2,000                          | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 220,270           | 220,270                        | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | 7,111,520         | 7,111,520                      | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | 17,757,716        | 17,757,716                     | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 6,837,181         | 6,837,181                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 2,956,954         | 2,956,954                      | -                                |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 100,000           | 100,000                        | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | 9,894,135         | 9,894,135                      | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | -                            | -                                 | 5,613,581         | 5,613,581                      | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 2,250,000         | 2,250,000                      | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | 17,757,716        | 17,757,716                     | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:

●With increasing interest rates, economists predict a possible slowdown. This possible cooling period is accounted for by reducing permitting revenue by 10% from YEE, and pausing some staff hires as we track construction activity ●Fill critical vacancies of Bldg Official and Deputy Bldg Official, and rebuild leadership team ●Upgrade the existing Accela permitting system to improve performance and offer new options for staff and customers ●Increase Neighborhood Livability Project support from \$10K to \$30K



# Development Services

## Septic

### Purpose Statement

Protect public health and water quality by providing information, plan review + permitting and inspection services to properties not served by sewer systems

### Performance Narrative Statement

The Onsite Wastewater (Septic) program again weathered several staffing challenges this year, with one team member out on extended leave, and two field staff resigning. Despite these challenges, program staff are again on track for fiscal 2023/2024 to provide nearly 20,000 development related interactions, albeit with significantly extended response & review times due to the staffing shortages. In addition, we anticipate an overall reduction in the number of applications for services and permits in part as a result of broad economic factors impacting several aspects of the construction industry.

Work is currently underway to bring the Onsite Wastewater program permitting actions onto the Development Direct platform, with full integration expected by the end of calendar 2023, well ahead of the 2025 target. Costs for this have already been included in the 2021/2022 & 2022/2023 budgets.

### Key Performance Measures

|                  |   | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|------------------|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| RESULT           | By 2025, electronic plan review (EPR) will be available for customers who submit septic permit applications           | NEW             | NEW             | NEW             | NEW                             | 100%            |
| OUTPUT           | # development-related interactions provided   | 16,905          | 20,816          | 21,000          | 10,445                          | 21,000          |
| CUSTOMER SERVICE | 90% customers happy with the service they received  | COVID           | 98%             | 90%             | 94%                             | 90%             |
| RATIO            | # site evaluations completed within 45 calendar days of application submittal : # applications submitted <sup>1</sup> | 74%             | 48%             | 60%             | 100%                            | 156 : 240       |

<sup>1</sup> Ratio measure was previously reported as a percentage.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### Explanation Mandated Services:

The codes related to septic systems come from the Department of Environmental Quality (DEQ) and are applicable throughout Oregon. State law allows DEQ to enter into contracts with counties to act as agents on their behalf to implement septic related rules and regulations. This allows a more tailored approach in the provision of services based on the needs and unique characteristics of a given jurisdiction. Clackamas County has been in contract with DEQ since the 1970's to provide these services and continues to be the highest volume contract county in the state of Oregon.

#### Shared Services:

The County provides septic related services to those areas not served by a centralized sewer system. While the County has been in contract with DEQ to implement septic codes for over four decades, DEQ is responsible for code and policy development, and determining required licensure and training for inspectors.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 588,679           | 588,679                        | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 40,767            | 40,767                         | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 677,588           | 677,588                        | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 6,000             | 6,000                          | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>724,355</b>    | <b>724,355</b>                 | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>1,313,034</b>  | <b>1,313,034</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 1,000,008         | 1,000,008                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 235,536           | 235,536                        | -                                |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 14,000            | 14,000                         | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>1,249,544</b>  | <b>1,249,544</b>               | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 63,490            | 63,490                         | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>1,313,034</b>  | <b>1,313,034</b>               | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:

Adjust operations and timeline expectations to continue being as responsive as possible to our customers while remaining responsible for providing high quality service. Implementation of Development Direct, will provide consistency and efficiency with other permitting programs at the County. A possible cooling period for development is impacting program revenues and increasing costs have eroded the fund balance. A vacancy will be held to realize the impact of the interest rate increases.



# Development Services

## Development Engineering

### Purpose Statement

Review, permit + inspect required infrastructure to ensure consistency with engineering standards and regulations

### Performance Narrative Statement

FY 2023/2024 represents the first year that Development Engineering is a standalone program as it was previously included as part of the Land Use, Development Review & Permitting program. Development Engineering will respond to 50,000 development related inquiries from the community.

Utility permits issued have been increasing quickly. This program is estimating an increase of 65% in FY 2023/2024 from FY 2021/2022 actuals. These utility permits allow the County to regulate the location and repair work needed for the utility companies to perform work in the right of way. These permits help the County protect the roadways and the community. The County is not able to collect fees for these permits.

Staff in this program are estimated to issue 649 permits in FY 2023/2024 excluding the utility permits. Permitting and inspection services support the community by providing safe and orderly development of property, increased jobs from construction, and the resulting economic development. Development Engineering is watching for changes in permitting activity as interest rates, materials, and labor costs are anticipated to increase in FY 2023/2024.

Development Engineering, in partnership with Technology Services and other programs in Development Services, will be undertaking a project to improve our permitting enterprise software. This initiative has a timeline of completion by 2024, and will result in a more stable permitting system with increased functionality for staff and customers.

### Key Performance Measures

|                  |  | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals<br>as of 12/31/22 | FY 23-24 Target |
|------------------|--|-----------------|-----------------|-----------------|------------------------------------|-----------------|
| RESULT           | By 2025, complete 90% of development permit initial reviews within 6 weeks of submittal  | NEW             | NEW             | NEW             | NEW                                | 65%             |
| OUTPUT           | # utility permits issued   | 1,439           | 1,888           | 1,800           | 1,146                              | 2,900           |
| CUSTOMER SERVICE | 90% customers happy with the service they received   | COVID           | 95%             | 90%             | 95%                                | 90%             |
| OPERATIONAL      | # development-related interactions provided  | NEW             | 43,571          | 44,000          | 28,516                             | 50,000          |
| RESULT           | % new commercial, industrial and multi-family site development permits issued within 60 calendar days of application submittal | 29%             | 30%             | 40%             | 13%                                | DISCONTINUE     |

**Program includes:**

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



**Explanation**

**Mandated Services:**

The Oregon Constitution (Article IX, Section 3a) dedicates the highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.; thus mandating the use of the Road Fund revenues. ORS 192, 368.016, 368.036, 758.010; County Roadway Standards.



**600210-Development Engineering**  
 BCC Priority Alignment: Strong Infrastructure  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 2,132,366         | 2,132,366                      | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 721,246           | 721,246                        | -                                |
| Revenue from Bonds & Other Debts                    | -                  | -                  | -                            | -                                 | 3,500             | 3,500                          | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 25,000            | 25,000                         | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>2,882,112</b>  | <b>2,882,112</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>2,882,112</b>  | <b>2,882,112</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 2,376,043         | 2,376,043                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 431,069           | 431,069                        | -                                |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 75,000            | 75,000                         | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>2,882,112</b>  | <b>2,882,112</b>               | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>2,882,112</b>  | <b>2,882,112</b>               | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:

-With increasing interest rates, economists predict a possible slowdown. This possible cooling period is accounted for by reducing permitting revenue by 10% from YEE -Upgrade the existing Accela permitting system to improve performance and offer new options for staff and customers -Limited term scanning position will mitigate the scanning backlog



## Visioning Services Long-Range Planning

### Purpose Statement

Support community design + economic investment based on coordinated policies that guide future development

### Performance Narrative Statement

The Long-Range Planning Program provides residents, businesses, local, regional and state partners, as well as County decision-makers with the opportunity to participate, review, discuss, comment and guide recommendations on long range planning policies and projects. This program manages projects that update the Comprehensive Plan and Zoning and Development Ordinance (ZDO). In addition, the program provides regional coordination support for complex planning projects, such as response to the Oregon Toll Program, input on the 2023 Regional Transportation Plan, development of state administrative rules related to housing and other land development issues, and staff expertise for partner jurisdiction projects.

Due to reduced staff levels in the land use planning program, the BCC delayed several projects on the Long Range Planning work program. Implementation of new state requirements will be an ongoing responsibility. In addition, reduced staffing highlights the need for more efficient administration of the zoning code. As a result, the program will shift focus to code amendments that streamline and clarify zoning regulations.

The following projects to update the Comprehensive Plan and Zoning Development Ordinance will be underway between July 1, 2023 and June 30, 2024.

**Land Use Projects:**

- Luscher Farm – Identify Comprehensive Plan and ZDO changes needed to integrate work completed by Lake Oswego for the Luscher Farm Park Master Plan.
- Implement Climate Friendly & Equitable Communities Administrative Rules – Amend the ZDO to implement new parking requirements adopted by the Land Conservation and Development Commission.
- Minor and Time Sensitive ZDO Amendments – These amendments will be presented for action to the Planning Commission and the Board of County Commissioners, as needed.

**Transportation Projects:**

- Bike-Walk Clackamas Plan – This work will update the Pedestrian and Bikeway Plans and identify priority infrastructure investments.
- Transportation System Plan - An update of the Transportation System Plan will start in July of 2023 and will conclude by the end of 2025.

### Key Performance Measures

|                  |   | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target   |
|------------------|---|-----------------|-----------------|-----------------|---------------------------------|-------------------|
| RESULT           | By 2026, complete 75% of the currently proposed Zoning and Development Ordinance (ZDO) housekeeping amendments that improve the usability of the Ordinance, remove regulations, or add new options for how to use your land | NEW             | NEW             | NEW             | NEW                             | 25%               |
| RESULT           | % projects on Long-Range Planning Work Program completed in the planned year  | 73%             | 25%             | 45%             | 0%                              | 40%               |
| OUTPUT           | % of staff time spent performing community outreach   | NEW             | NEW             | NEW             | NEW                             | 15%               |
| CUSTOMER SERVICE | \$ grant funding received : # hours developing applications   | NEW             | NEW             | NEW             | NEW                             | \$1,000,000 : 300 |
| RESULT           | By 2025, complete 1,005 of ADA ramp retrofits, as outlined in the adopted ADA Transition Plan 2   | 58              | 219             | 100             | REPORTED ANNUALLY               | DISCONTINUE       |

**Program includes:**

Mandated Services

Shared Services

Grant Funding



**Explanation**

**Mandated Services:**

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

**Shared Services:**

Land Use permitting, building permits and inspections and land use planning and coordination are State/County shared services.

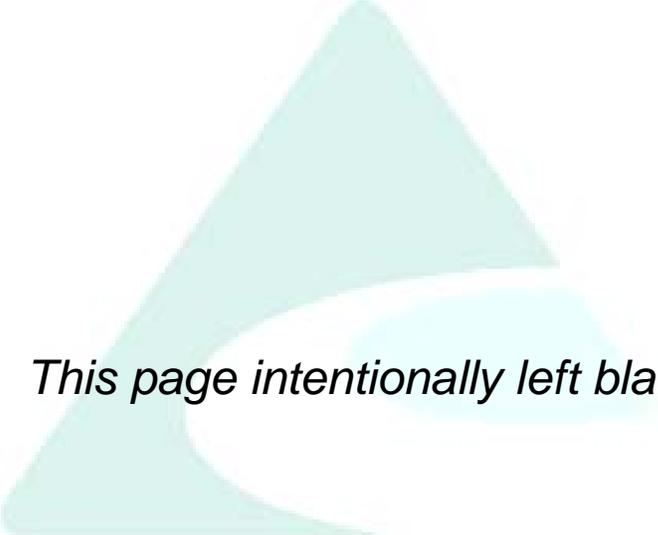
**Grant Funding:**

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



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>1,209,826</b>   | <b>303,845</b>     | <b>216,933</b>               | <b>95,013</b>                     | -                 | <b>(216,933)</b>               | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations  | 989,871            | 1,072,316          | 3,325,617                    | 1,494,418                         | -                 | (3,325,617)                    | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 25,860             | 370,651            | 383,730                      | 362,373                           | -                 | (383,730)                      | -100%                            |
| All Other Revenue Resources                         | 3,709              | -                  | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 657,196            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 189,188            | 211,340                      | 211,340                           | -                 | (211,340)                      | -100%                            |
| <b>Operating Revenue</b>                            | <b>1,676,636</b>   | <b>1,632,156</b>   | <b>3,920,687</b>             | <b>2,068,131</b>                  | -                 | <b>(3,920,687)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                                | <b>2,886,462</b>   | <b>1,936,001</b>   | <b>4,137,620</b>             | <b>2,163,144</b>                  | -                 | <b>(4,137,620)</b>             | <b>-100%</b>                     |
| Personnel Services                                  | 1,407,243          | 1,417,541          | 1,539,549                    | 1,170,827                         | -                 | (1,539,549)                    | -100%                            |
| Materials and Services                              | 493,882            | 423,446            | 2,588,070                    | 910,382                           | -                 | (2,588,070)                    | -100%                            |
| <b>Operating Expense</b>                            | <b>1,901,125</b>   | <b>1,840,987</b>   | <b>4,127,619</b>             | <b>2,081,209</b>                  | -                 | <b>(4,127,619)</b>             | <b>-100%</b>                     |
| Contingency   | -                  | -                  | 10,000                       | -                                 | -                 | (10,000)                       | -100%                            |
| <b>Total Expense</b>                                | <b>1,901,125</b>   | <b>1,840,987</b>   | <b>4,137,619</b>             | <b>2,081,209</b>                  | -                 | <b>(4,137,619)</b>             | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                       | <b>985,337</b>     | <b>95,014</b>      | <b>-</b>                     | <b>81,935</b>                     | <b>-</b>          |                                |                                  |

Notes:  
 Program was moved from the Land Use, Development Review & Permitting line of business (600204) to the Visioning Services line of business (600404) as part of the DTD/BCS reorganization.



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**CLACKAMAS**  
C O U N T Y



**600404-Long Range Planning**  
 BCC Priority Alignment: *Vibrant Economy*  
**Budget Summary**

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | <b>81,935</b>     | <b>81,935</b>                  | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 1,592,709         | 1,592,709                      | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 385,423           | 385,423                        | -                                |
| General Fund Support                                | -                  | -                  | -                            | -                                 | 450,000           | 450,000                        | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>2,428,132</b>  | <b>2,428,132</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>2,510,067</b>  | <b>2,510,067</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 1,431,575         | 1,431,575                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 1,069,569         | 1,069,569                      | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>2,501,144</b>  | <b>2,501,144</b>               | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 8,922             | 8,922                          | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>2,510,066</b>  | <b>2,510,066</b>               | -                                |

**Revenues Less Expenses**

- - - - -

Notes:

Land use projects are impacted by the need to backfill for public service and permit processing in response to staff reductions in current planning. Projects will: •Respond to mandates imposed by state legislation •Zoning code amendments to streamline regulations and increase efficiency of administering the code Transportation Planning will focus on two primary projects: •Transportation System Plan •Walk/Bike Clackamas Plan



## Visioning Services Regional Policy Coordination

### Purpose Statement

Provide coordination and strategic planning efforts with cities, regional, and state partners + project management services, and pursue grant funding

### Performance Narrative Statement

The Regional Policy Coordination Program works with internal and external partners on regional coordination, identifies funding opportunities and strategies to win grants, and manages significant planning projects with broad public impact. Significant work includes:

- **Sunrise Gateway Community Visioning Project.** In support of the Board's goal that "By 2024, funding for the next phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, regional and local funding sources," commence work on the Sunrise Gateway Community Visioning Project. This project will initiate robust community engagement and the production of an equitable development plan for this corridor. This plan will guide future transportation, housing, and other investments in the coming years. To support this work, we are receiving \$4 million in funds over the next 2 years to hire a consultant for this project.

- **Tolling.** Coordinate with regional partners, attend technical committees, and provide reviews of technical documents for both the I-205 Tolling Project and the Regional Mobility Pricing Project. Both are significant and complex ODOT projects proposing tolling both I-205 and I-5. Both projects are proceeding with federal NEPA processes.

### Key Performance Measures

|                  |  | FY 20-21 Actual | FY 21-22 Actual | FY 22-23 Target | FY 22-23 Actuals as of 12/31/22 | FY 23-24 Target |
|------------------|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| RESULT           | By 2025, complete the Sunrise Visioning Project and associated Comprehensive Plan amendments | NEW             | NEW             | NEW             | NEW                             | 50%             |
| RESULT           | # hours spent on regional coordination   | NEW             | NEW             | NEW             | NEW                             | 1,680           |
| OUTPUT           | # regional coordination groups actively engaged in   | NEW             | NEW             | NEW             | NEW                             | 10              |
| CUSTOMER SERVICE | # grants awarded : # grants applied for  | NEW             | NEW             | NEW             | NEW                             | 3 : 8           |

**Program includes:**

Mandated Services

Shared Services

Grant Funding



**Explanation Shared Services:**  
Land use planning and coordination are State/County shared services.

**Grant Funding:**  
The Sunrise Visioning Project is supported through grant funding.



**600405-Regional Policy Coordination**  
 BCC Priority Alignment: Vibrant Economy  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 3,094,778         | 3,094,778                      | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 50,000            | 50,000                         | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>3,144,778</b>  | <b>3,144,778</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>3,144,778</b>  | <b>3,144,778</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 460,644           | 460,644                        | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 2,684,134         | 2,684,134                      | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>3,144,778</b>  | <b>3,144,778</b>               | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>3,144,778</b>  | <b>3,144,778</b>               | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 New program in the Visioning Services line of business. Goals include: ●State/Regional coordination on significant issues, such as tolling and land availability ●Project management for significant projects, such as Sunrise Gateway Corridor Community Visioning ●Create plan to expand equity work within the department in partnership with EIO ●Partner with PGA on State/Federal legislative engagement for department priorities ●Develop capacity to secure local, state and federal funding for all DTD programs



# Visioning Services

## Economic Development

### Purpose Statement

Provide analysis, business growth opportunities + coordination of services for businesses + workforce, community partners and policy makers

### Performance Narrative Statement

Economic Development 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.

Through evaluation of properties & lands available in Clackamas County, staff will determine location size to target industries and businesses that can relocate and/or expand their workforce, service or production offerings.

Direct investment is established based on current businesses in pipeline and their estimated required investment to relocate and/or grow their business in Clackamas County.

### Key Performance Measures

|                  |  | FY 20-21<br>Actual | FY 21-22<br>Actual | FY 22-23<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | FY 23-24<br>Target |
|------------------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT           | By 2028, two businesses in the top 5-targeted industries will choose to relocate to and/or expand an existing business in Clackamas County | NEW                | NEW                | NEW                | NEW                                   | 62%                |
| OUTPUT           | \$ of investment realized through Economic Development efforts   | NEW                | NEW                | NEW                | NEW                                   | \$1 M              |
| CUSTOMER SERVICE | % increase in self-sufficiency wage jobs   | NEW                | NEW                | NEW                | NEW                                   | 0.50%              |
| RESULT           | # new jobs created in enterprise zones   | 0 jobs             | 0 jobs             | 25 jobs            | 31 jobs                               | DISCONTINUE        |
| OUTPUT           | \$ invested by businesses in enterprise zones  | \$0                | \$0                | \$5 M              | \$16.527 M                            | DISCONTINUE        |

Program includes:

- Mandated Services  Y
- Shared Services  Y
- Grant Funding  Y



**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.



**600406-Office of Economic Development**  
 BCC Priority Alignment: Vibrant Economy  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 5,209,681         | 5,209,681                      | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 2,379,532         | 2,379,532                      | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 10,300            | 10,300                         | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 130,867           | 130,867                        | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>2,520,699</b>  | <b>2,520,699</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>7,730,380</b>  | <b>7,730,380</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 1,029,384         | 1,029,384                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 1,176,743         | 1,176,743                      | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>2,206,127</b>  | <b>2,206,127</b>               | -                                |
| Special Payments                                    | -                  | -                  | -                            | -                                 | 1,030,000         | 1,030,000                      | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | -                            | -                                 | 3,994,253         | 3,994,253                      | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 500,000           | 500,000                        | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>7,730,380</b>  | <b>7,730,380</b>               | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:

- Perform an Economic Landscape Analysis to get a better understanding of our business and workforce needs.
- Perform a business friendly survey to grade Clackamas County, identifying possible improvements to make us more business friendly.
- The results of these efforts will help guide the priorities when developing the Office of Economic Development strategic plan.
- By 2028, increase the number of jobs in Clackamas County that pay self-sufficiency wages by 3%.





600209-Revenue Collected on Behalf of Other Agencies

BCC Priority Alignment: Accountable Government

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | 32,400                            | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | 2,906,010          | 4,500,000                    | 4,467,600                         | -                 | (4,500,000)                    | -100%                            |
| <b>Operating Revenue</b>                            | -                  | <b>2,906,010</b>   | <b>4,500,000</b>             | <b>4,500,000</b>                  | -                 | <b>(4,500,000)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                                | -                  | <b>2,906,010</b>   | <b>4,500,000</b>             | <b>4,500,000</b>                  | -                 | <b>(4,500,000)</b>             | <b>-100%</b>                     |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Special Payments                                    | -                  | 2,906,010          | 4,500,000                    | 4,500,000                         | -                 | (4,500,000)                    | -100%                            |
| <b>Total Expense</b>                                | -                  | <b>2,906,010</b>   | <b>4,500,000</b>             | <b>4,500,000</b>                  | -                 | <b>(4,500,000)</b>             | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:

Program was moved from the Development Services line of business (6002) to a pass-through program (8007); fees are collected on behalf of other agencies and distributed, not department program income/expenses.



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>300,000</b>     | <b>300,000</b>     | <b>300,000</b>               | -                                 | -                 | <b>(300,000)</b>               | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations | -                  | -                  | 300,000                      | -                                 | -                 | (300,000)                      | -100%                            |
| Other Interfund Transfers                          | -                  | -                  | 100,000                      | -                                 | -                 | (100,000)                      | -100%                            |
| <b>Operating Revenue</b>                           | <b>-</b>           | <b>-</b>           | <b>400,000</b>               | -                                 | -                 | <b>(400,000)</b>               | <b>-100%</b>                     |
| <b>Total Revenue</b>                               | <b>300,000</b>     | <b>300,000</b>     | <b>700,000</b>               | -                                 | -                 | <b>(700,000)</b>               | <b>-100%</b>                     |
| Personnel Services                                 | -                  | -                  | 263,849                      | -                                 | -                 | (263,849)                      | -100%                            |
| Materials and Services                             | -                  | 308,177            | 111,117                      | -                                 | -                 | (111,117)                      | -100%                            |
| <b>Operating Expense</b>                           | <b>-</b>           | <b>308,177</b>     | <b>374,966</b>               | -                                 | -                 | <b>(374,966)</b>               | <b>-100%</b>                     |
| Contingency  | -                  | -                  | 325,033                      | -                                 | -                 | (325,033)                      | -100%                            |
| <b>Total Expense</b>                               | <b>-</b>           | <b>308,177</b>     | <b>699,999</b>               | -                                 | -                 | <b>(699,999)</b>               | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                      | <b>300,000</b>     | <b>(8,177)</b>     | -                            | -                                 | -                 |                                |                                  |

Notes:  
 Program was discontinued FY 2022/23; no adopted budget. No YEE will be entered.



**800701-County Event Center**  
 BCC Priority Alignment: *Vibrant Economy*  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 324,162           | 324,162                        | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 7,920,944         | 7,920,944                      | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 725,500           | 725,500                        | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 1,169,092         | 1,169,092                      | -                                |
| Other Interfund Transfers                           | -                  | -                  | -                            | -                                 | 589,230           | 589,230                        | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>10,404,766</b> | <b>10,404,766</b>              | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>10,728,928</b> | <b>10,728,928</b>              | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 807,000           | 807,000                        | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 1,608,625         | 1,608,625                      | -                                |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 8,042,777         | 8,042,777                      | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>10,458,402</b> | <b>10,458,402</b>              | -                                |
| Special Payments                                    | -                  | -                  | -                            | -                                 | 2,000             | 2,000                          | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 268,526           | 268,526                        | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>10,728,928</b> | <b>10,728,928</b>              | -                                |

Revenues Less Expenses

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Notes:  
 ORS 565 requires each county that holds a county fair to establish and maintain a fair fund. All revenues and expenses associated with County Fair activities are accounted for in this fund; however, the County Fair Board approves the formal budget and associated financial transactions. County ARPA funds were approved to help support the state funded capital project to build a new multi-purpose building.







|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | 317,847           | 317,847                        | -                                |
| All Other Revenue Resources   | -                  | -                  | -                            | -                                 | 275,000           | 275,000                        | -                                |
| <b>Operating Revenue</b>      | -                  | -                  | -                            | -                                 | 275,000           | 275,000                        | -                                |
| <b>Total Revenue</b>          | -                  | -                  | -                            | -                                 | 592,847           | 592,847                        | -                                |
| Materials and Services        | -                  | -                  | -                            | -                                 | 403,800           | 403,800                        | -                                |
| <b>Operating Expense</b>      | -                  | -                  | -                            | -                                 | 403,800           | 403,800                        | -                                |
| Special Payments              | -                  | -                  | -                            | -                                 | 189,047           | 189,047                        | -                                |
| <b>Total Expense</b>          | -                  | -                  | -                            | -                                 | 592,847           | 592,847                        | -                                |
| <b>Revenues Less Expenses</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:

Program provides financial transaction services to the Property Disposition program so it can continue to effectively manage tax-foreclosed properties. Per ORS 275, when net proceeds from surplus property sales and transfers exceed the Tax, Title, Land program expenses (including reserve requirements), these excess funds are distributed to taxing entities within Clackamas County. Actual distribution and dollars amounts vary from year to year.





|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 4,500,000         | 4,500,000                      | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>4,500,000</b>  | <b>4,500,000</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>4,500,000</b>  | <b>4,500,000</b>               | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Special Payments                                    | -                  | -                  | -                            | -                                 | 4,500,000         | 4,500,000                      | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>4,500,000</b>  | <b>4,500,000</b>               | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 Oregon Budget Law defines Special Payments as the payment of taxes, fees or charges collected by one entity and then made to another organization on a pass-through basis. Many programs in Transportation & Development collect fees on behalf of another agency. The collection and payment of those fees will be budgeted in this program. DTD programs collecting these revenues include Building Codes, Septic, Planning, Sustainability, Transportation System Development Charges and Traffic Safety.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | <b>16,382,534</b> | <b>16,382,534</b>              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 1,758,200         | 1,758,200                      | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 150,000           | 150,000                        | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>1,908,200</b>  | <b>1,908,200</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>18,290,734</b> | <b>18,290,734</b>              | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 370,488           | 370,488                        | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>370,488</b>    | <b>370,488</b>                 | -                                |
| Transfers   | -                  | -                  | -                            | -                                 | 3,784,744         | 3,784,744                      | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | -                            | -                                 | 9,135,502         | 9,135,502                      | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 5,000,000         | 5,000,000                      | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>18,290,734</b> | <b>18,290,734</b>              | -                                |

**Revenues Less Expenses**

- - - - -

Notes:  
 This fee is charged on development based on number vehicle trips added to the road system to add capacity to the county road system. Money is transferred out of this program to support eligible capital projects. Almost \$3.8M will be transferred to support nine projects. - \$3.5M will support 7 Community Road Fund projects - About \$230k will support 2 Transportation Engineering & Construction projects More than \$9.6M in transfers are programmed over 5-years. Contingency reflects current bid environment.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>13,970,289</b>  | <b>16,172,058</b>  | <b>16,174,548</b>            | <b>16,302,147</b>                 | -                 | <b>(16,174,548)</b>            | <b>-100%</b>                     |
| Charges, Fees, License, Permits, Fines, Assessments | 2,526,439          | 1,238,144          | 2,535,000                    | 1,006,702                         | -                 | (2,535,000)                    | -100%                            |
| All Other Revenue Resources                         | 184,793            | 69,338             | 200,000                      | 151,200                           | -                 | (200,000)                      | -100%                            |
| <b>Operating Revenue</b>                            | <b>2,711,232</b>   | <b>1,307,481</b>   | <b>2,735,000</b>             | <b>1,157,902</b>                  | -                 | <b>(2,735,000)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                                | <b>16,681,521</b>  | <b>17,479,540</b>  | <b>18,909,548</b>            | <b>17,460,049</b>                 | -                 | <b>(18,909,548)</b>            | <b>-100%</b>                     |
| Materials and Services                              | 107,168            | 100,732            | 159,850                      | 93,030                            | -                 | (159,850)                      | -100%                            |
| <b>Operating Expense</b>                            | <b>107,168</b>     | <b>100,732</b>     | <b>159,850</b>               | <b>93,030</b>                     | -                 | <b>(159,850)</b>               | <b>-100%</b>                     |
| Special Payments                                    | -                  | 1,076,661          | -                            | -                                 | -                 | -                              | -                                |
| Transfers   | 402,294            | -                  | 1,100,000                    | 984,485                           | -                 | (1,100,000)                    | -100%                            |
| Reserve for Future Expenditures                     | -                  | -                  | 16,149,698                   | -                                 | -                 | (16,149,698)                   | -100%                            |
| Contingency   | -                  | -                  | 1,500,000                    | -                                 | -                 | (1,500,000)                    | -100%                            |
| <b>Total Expense</b>                                | <b>509,462</b>     | <b>1,177,393</b>   | <b>18,909,548</b>            | <b>1,077,515</b>                  | -                 | <b>(18,909,548)</b>            | <b>-100%</b>                     |
| <br>  |                    |                    |                              |                                   |                   |                                |                                  |
| <b>Revenues Less Expenses</b>                       | <b>16,172,058</b>  | <b>16,302,147</b>  | <b>-</b>                     | <b>16,382,534</b>                 | <b>-</b>          |                                |                                  |

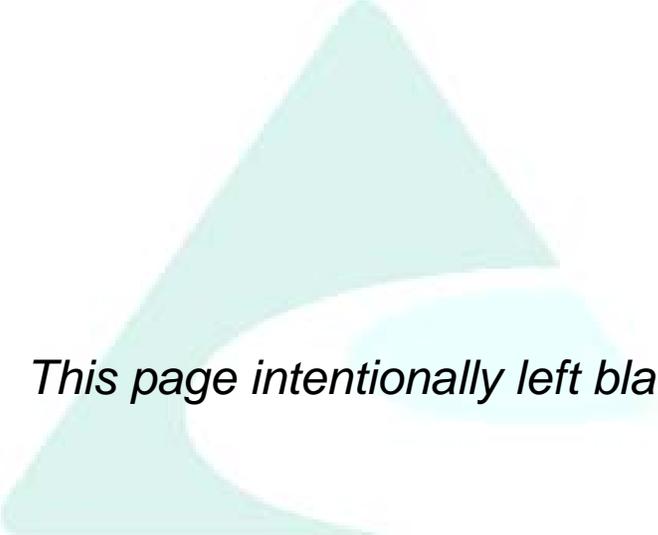
Notes:

Program 300307 was moved to the pass through programs line of business (800705) as part of the DTD/BCS reorganization.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 1,394,266         | 1,394,266                      | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 14,000            | 14,000                         | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | 14,000            | 14,000                         | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | 1,408,266         | 1,408,266                      | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Transfers   | -                  | -                  | -                            | -                                 | 202,967           | 202,967                        | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | -                            | -                                 | 705,299           | 705,299                        | -                                |
| Contingency   | -                  | -                  | -                            | -                                 | 500,000           | 500,000                        | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | 1,408,266         | 1,408,266                      | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 This is the remaining County balance of developer paid fees from the Happy Valley Joint Transportation System Development Charge area. An agreement is in place with the City of Happy Valley to use the remaining funds to cover county staff project management of the SE 172nd Avenue extension north. Per the aforementioned agreement, when the fund balance is spent, the county will direct bill the city for any additional staff time and this program will be closed.



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**CLACKAMAS**  
C O U N T Y



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | 1,934,021          | 1,916,236          | 1,669,671                    | 1,798,381                         | -                 | (1,669,671)                    | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 4,112              | 3,723              | 15,750                       | 14,000                            | -                 | (15,750)                       | -100%                            |
| <b>Operating Revenue</b>                            | <b>4,112</b>       | <b>3,723</b>       | <b>15,750</b>                | <b>14,000</b>                     | -                 | <b>(15,750)</b>                | <b>-100%</b>                     |
| <b>Total Revenue</b>                                | <b>1,938,134</b>   | <b>1,919,959</b>   | <b>1,685,421</b>             | <b>1,812,381</b>                  | -                 | <b>(1,685,421)</b>             | <b>-100%</b>                     |
| Materials and Services                              | 135                | 40,239             | 140                          | 140                               | -                 | (140)                          | -100%                            |
| Capital Outlay                                      | 12,930             | 81,339             | 300,100                      | 215,000                           | -                 | (300,100)                      | -100%                            |
| <b>Operating Expense</b>                            | <b>13,065</b>      | <b>121,578</b>     | <b>300,240</b>               | <b>215,140</b>                    | -                 | <b>(300,240)</b>               | <b>-100%</b>                     |
| Special Payments                                    | 8,832              | -                  | -                            | -                                 | -                 | -                              | -                                |
| Transfers   | -                  | -                  | -                            | 202,975                           | -                 | -                              | -                                |
| Reserve for Future Expenditures                     | -                  | -                  | 885,181                      | -                                 | -                 | (885,181)                      | -100%                            |
| Contingency   | -                  | -                  | 500,000                      | -                                 | -                 | (500,000)                      | -100%                            |
| <b>Total Expense</b>                                | <b>21,897</b>      | <b>121,578</b>     | <b>1,685,421</b>             | <b>418,115</b>                    | -                 | <b>(1,685,421)</b>             | <b>-100%</b>                     |
| <br>  |                    |                    |                              |                                   |                   |                                |                                  |
| <b>Revenues Less Expenses</b>                       | 1,916,236          | 1,798,381          | -                            | 1,394,266                         | -                 |                                |                                  |

Notes:

Program 300308 was moved to the pass through programs line of business (800706) as part of the DTD/BCS reorganization.



## **Health, Housing & Human Services**

**Rodney Cook, Director**

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

2051 Kaen Road  
Room 239  
Oregon City, Oregon 97045  
503-650-5697

Website: <http://www.clackamas.us/h3s/>

**Health, Housing and Human Services Department (40/64)**

| <i>Line of Business</i>                  | <i>Program</i>                             | FY 23-24<br>General<br>Fund<br>(100) | FY 23-24<br>ARPA<br>(230) | FY 23-24<br>Health Housing &<br>Human Service Fund<br>(240) | FY 23-24<br>Health<br>Center Fund<br>(253) | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Included in<br>Budget** | FY 23-24<br>Total FTE |
|--|--|--------------------------------------|---------------------------|---|--|-----------------------------|---|-----------------------|
| H3S Administration                       | Director's Office Team                     |                                      |                           | 2,833,719   |  | 2,833,719                   | 731,294   | 9.0                   |
| Social Services                          | Social Services Administration             |                                      | -                         | 9,558,944   |  | 9,558,944                   | 677,952   | 15.0                  |
| Social Services                          | Aging & Disability Resource Connection     |                                      |                           | 3,600,384   |  | 3,600,384                   | 168,026   | 6.9                   |
| Social Services                          | Developmental Disabilities                 |                                      |                           | 22,885,330  |  | 22,885,330                  | 592,722   | 101.5                 |
| Social Services                          | Energy Assistance                          |                                      |                           | 5,180,406   |  | 5,180,406                   | 58,379  | 10.0                  |
| Social Services                          | Housing Support                            |                                      | -                         | 11,021,193  |  | 11,021,193                  | 1,245,751   | 32.3                  |
| Social Services                          | Oregon Project Independence                |                                      |                           | 1,670,415   |  | 1,670,415                   | 31,408  | 5.4                   |
| Social Services                          | Veteran Services                           |                                      |                           | 1,259,888   |  | 1,259,888                   | 728,362   | 6.3                   |
| Social Services                          | Volunteer Connection                       |                                      |                           | 2,357,753   |  | 2,357,753                   | 58,352  | 5.6                   |
| Children, Family & Community Connections | Workforce                                  |                                      |                           | 2,728,292   |  | 2,728,292                   | 600,000   | 16.0                  |
| Children, Family & Community Connections | Prevention Services                        |                                      | 190,000                   | 4,870,335   |  | 5,060,335                   | 1,226,827   | 13.3                  |
| Children, Family & Community Connections | Conflict Resolution & Skill                |                                      |                           | 1,138,886   |  | 1,138,886                   | 74,628  | 6.2                   |
| Public Health                            | Public Health Administration               |                                      | -                         | 794,157   |  | 794,157                     | -   | 3.3                   |
| Public Health                            | Access to Preventative Health              |                                      |                           | 4,773,639   |  | 4,773,639                   | 997,352   | 21.0                  |
| Public Health                            | Office of Public Health Emergency Services |                                      |                           | 2,609,375   |  | 2,609,375                   | -   | 8.2                   |
| Public Health                            | Environmental Health                       |                                      | -                         | 2,990,028   |  | 2,990,028                   | 58,448  | 13.2                  |
| Public Health                            | Infectious Disease Control & Prevention    |                                      | -                         | 2,669,819   |  | 2,669,819                   | 386,341   | 10.7                  |
| Public Health                            | The Center for Population Health           |                                      |                           | 6,038,771   |  | 6,038,771                   | 291,217   | 30.2                  |
| Public Health                            | Vital Statistics                           |                                      |                           | 779,390   |  | 779,390                     | -   | 4.4                   |
| Health Centers                           | Health Centers Administration              |                                      | -                         |   | 24,729,545                                 | 24,729,545                  | 52,510  | 34.0                  |
| Health Centers                           | Primary Care                               |                                      |                           |   | 15,831,966                                 | 15,831,966                  | -   | 81.1                  |
| Health Centers                           | Gladstone Pediatric Clinic                 |                                      |                           |   | 5,042,850                                  | 5,042,850                   | -   | 25.5                  |
| Health Centers                           | Dental                                     |                                      |                           |   | 6,952,531                                  | 6,952,531                   | -   | 33.0                  |
| Health Centers                           | Behavioral Health Clinics                  |                                      |                           |   | 19,871,884                                 | 19,871,884                  | -   | 99.9                  |
| Behavioral Health Division               | Behavioral Health Administration           |                                      | -                         | 6,249,016   |  | 6,249,016                   | 323,095   | 22.3                  |
| Behavioral Health Division               | Behavioral Health System of Care           |                                      |                           | 9,529,437   |  | 9,529,437                   | 46,768  | 26.0                  |
| Behavioral Health Division               | Peer Delivered                             |                                      |                           | 2,466,081   |  | 2,466,081                   | -   | 1.0                   |
| Behavioral Health Division               | Prevention & Stigma Reduction              |                                      |                           | 709,934   |  | 709,934                     | -   | 2.0                   |
| Behavioral Health Division               | Safety Net Services                        |                                      |                           | 9,306,627   |  | 9,306,627                   | 182,026   | 33.5                  |
| Housing & Community Development          | Administration & Operations                |                                      |                           | 36,289,762  |  | 36,289,762                  | 19,280  | 17.0                  |
| Housing & Community Development          | System Support & Coordination              |                                      |                           | 9,721,868   |  | 9,721,868                   | -   | 11.6                  |
| Housing & Community Development          | Community Preservation                     |                                      |                           | 16,711,785  |  | 16,711,785                  | -   | 22.5                  |
| Housing & Community Development          | Outreach & Engagement                      |                                      |                           | 2,880,955   |  | 2,880,955                   | 203,426   | 0.0                   |
| Housing & Community Development          | Safety Off The Streets                     |                                      | -                         | 24,068,866  |  | 24,068,866                  | 558,825   | 0.0                   |
| Housing & Community Development          | Housing Placement & Retention              |                                      |                           | 8,746,236   |  | 8,746,236                   | 736,703   | 0.0                   |
| Housing & Community Development          | Supportive Housing                         |                                      |                           | 20,614,809  |  | 20,614,809                  | 78,925  | 0.0                   |
| Housing & Community Development          | Community Development                      |                                      | -                         | -   |  | -                           | -   | 0.0                   |
| <b>Total</b>                             |  | -                                    | 190,000                   | 237,056,100   | 72,428,776                                 | 309,674,876                 | 10,128,617  | 727.6                 |
| <b>FY 22-23 (Amended)</b>                |  | 1,409,617                            | 3,728,953                 | 179,388,558   | 62,799,544                                 | 247,326,672                 | 10,349,130  | 797.4                 |
| <b>\$ Increase (Decrease)</b>            |  | -1,409,617                           | -3,538,953                | 57,667,542  | 9,629,232                                  | 62,348,204                  | -220,513  | -69.9                 |
| <b>% Increase (Decrease)</b>             |  | -100.0%                              | -94.9%                    | 32.1%   | 15.3%                                      | 25.2%                       | -2.1%   | -8.8%                 |

\*\*General Fund Support is the subsidy, net of any other revenue received by the department.



# H3S Administration

## Director's Office

### Purpose Statement

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

### Performance Narrative Statement

The Director's Office budget of \$2,833,719. The Office service as the central administration for all of H3S, and tracks several measures across divisions. The office is staffed with expertise in LEAN/Process Improvement, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Management, Budgeting, and Suicide Prevention.

### Key Performance Measures

|  |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target* |
|--|--|-------------------|-------------------|-------------------|--------------------|---------------------|
|  | Result<br>Percentage of results in H3S Performance Clackamas plan that are met by H3S divisions. | 70%               | 72%               | 70%               | 72%                | N/A                 |

- New Key performance measures will be used next year.

Program includes:

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

Explain all "Yes" boxes below

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

Explanation



400101-Director's Office Team

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>1,013,134</b>   | <b>683,225</b>     | <b>418,360</b>               | <b>36,474,331</b>                 | <b>31,334</b>     | <b>(387,026)</b>               | <b>-93%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | 1,323              | 39,650,427         | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 1,421,613          | 1,476,114          | 1,820,170                    | 1,426,171                         | 2,071,091         | 250,921                        | 14%                              |
| Revenue from Bonds & Other Debts                    | 3,197              | 5,000,000          | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | 336,464            | 80,705             | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 1,674,345          | -                  | 50,000                       | 152,200                           | -                 | (50,000)                       | -100%                            |
| General Fund Support                                | -                  | 1,442,123          | 693,556                      | 324,668                           | 731,294           | 37,738                         | 5%                               |
| <b>Operating Revenue</b>                            | <b>3,436,941</b>   | <b>47,649,369</b>  | <b>2,563,726</b>             | <b>1,903,039</b>                  | <b>2,802,385</b>  | <b>238,659</b>                 | <b>9%</b>                        |
| <b>Total Revenue</b>                                | <b>4,450,075</b>   | <b>48,332,594</b>  | <b>2,982,086</b>             | <b>38,377,370</b>                 | <b>2,833,719</b>  | <b>(148,367)</b>               | <b>-5%</b>                       |
| Personnel Services                                  | 1,655,178          | 1,252,761          | 1,942,510                    | 1,525,037                         | 1,916,917         | (25,593)                       | -1%                              |
| Materials and Services                              | 1,184,543          | 1,142,688          | 915,423                      | 781,259                           | 866,802           | (48,621)                       | -5%                              |
| <b>Operating Expense</b>                            | <b>2,839,721</b>   | <b>2,395,450</b>   | <b>2,857,933</b>             | <b>2,306,296</b>                  | <b>2,783,719</b>  | <b>(74,214)</b>                | <b>-3%</b>                       |
| Debt Service  | -                  | 21,392             | -                            | -                                 | -                 | -                              | -                                |
| Special Payments                                    | 645,815            | 9,429,209          | -                            | -                                 | -                 | -                              | -                                |
| Transfers   | 245,213            | 12,213             | 12,220                       | 36,039,740                        | -                 | (12,220)                       | -100%                            |
| Reserve for Future Expenditures                     | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Contingency   | -                  | -                  | 111,934                      | -                                 | 50,000            | (61,934)                       | -55%                             |
| Unappropriated Ending Fund Balance                  | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>3,730,749</b>   | <b>11,858,263</b>  | <b>2,982,087</b>             | <b>38,346,036</b>                 | <b>2,833,719</b>  | <b>(148,368)</b>               | <b>-5%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>719,326</b>     | <b>36,474,331</b>  | <b>-</b>                     | <b>31,334</b>                     | <b>-</b>          |                                |                                  |

Notes:  
 The H3S Director's Office serves as the central administration for all of H3S and tracks several measures across divisions. The office is staffed with expertise in Process Improvement, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Mgmt, and Budgeting. This office's current focus is to clarify and document procedures, build sustainable systems, develop a departmental strategic plan, and provide support to all H3S Divisions. There are no significant issues at this time.



# Social Services

## Social Services Administration

### Purpose Statement

The purpose of the Social Services Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, personnel and general support services to Social Services management and staff so they can provide high quality services to county residents. This program also includes the agency's public transportation activities.

### Performance Narrative Statement

The Social Services Administration Program is responsible for managing a \$57 million dollar budget comprised of 73 different funding sources. The program oversees over 120 contracts and processes thousands of invoices each year. The program provides the essential infrastructure required for county program and for community partners to be able to provide direct client services. Many Social Services programs are subject to regular program audits. These audits often include an element of fiscal review, including checks and balances. Program audits with no fiscal findings show that the agency is successfully administering public funds in a transparent and responsible manner. During FY 21/22 the division had no fiscal findings.

The number of public transportation rides has increased significantly with the roll out of the Last Mile Shuttle program and the lessening impacts of the pandemic. The number of rides provided increased 62% when comparing FY 21 to FY 22.

### Key Performance Measures

|   |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|--|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result | Percentage of audits that result in zero fiscal findings   | 100%              | 100%              | 100%              | -                  | 100%               |
|  Output | Number of rides public transportation rides provided (includes Mt Hood Express and Last Mile Shuttles) | 35,972            | 58,276            | 60,000            |                    | N/A                |
|  Output | Number of contracts processed  | 118               | 129               | -                 | 120                | -                  |

Program includes:

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

Explain all "Yes" boxes below

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

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

|             |  |
|-------------|--|
| Explanation | Most of the funding for Social Services Administration is derived from Indirect Rates charged to all of the grants that fund the programs operated by Social Services. This includes funds from the Developmentally Disabled Program, which is a shared service. The Mt. Hood Express and Last Mile Shuttle funds are also included in this program area. Social Services has received funds to support the Mt. Hood Express for ten years. The required match for these funds is \$85,113, which is met with budgeted County General Fund and private donations |
|-------------|--|



**400201-Social Services Administration**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>1,401,252</b>   | <b>2,656,638</b>   | <b>3,565,163</b>             | <b>804,100</b>                    | <b>485,405</b>    | <b>(3,079,758)</b>             | <b>-86%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | 3,198,459          | 305,997            | 2,274,530                    | 1,756,608                         | 5,199,691         | 2,925,161                      | 129%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 2,303,378          | 2,336,229          | 3,332,620                    | 2,371,238                         | 3,151,396         | (181,224)                      | -5%                              |
| Revenue from Bonds & Other Debts                    | -                  | -                  | -                            | 5,940                             | -                 | -                              | -                                |
| All Other Revenue Resources                         | 113,086            | 136,573            | 11,500                       | 11,500                            | 44,500            | 33,000                         | 287%                             |
| Other Interfund Transfers                           | 1,345,965          | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 619,063            | 932,700                      | 932,700                           | 677,952           | (254,748)                      | -27%                             |
| <b>Operating Revenue</b>                            | <b>6,960,888</b>   | <b>3,397,862</b>   | <b>6,551,350</b>             | <b>5,077,986</b>                  | <b>9,073,539</b>  | <b>2,522,189</b>               | <b>38%</b>                       |
| <b>Total Revenue</b>                                | <b>8,362,140</b>   | <b>6,054,500</b>   | <b>10,116,513</b>            | <b>5,882,086</b>                  | <b>9,558,944</b>  | <b>(557,569)</b>               | <b>-6%</b>                       |
| Personnel Services                                  | 1,861,577          | 2,086,506          | 2,536,235                    | 2,301,067                         | 2,397,196         | (139,039)                      | -5%                              |
| Materials and Services                              | 2,908,251          | 2,889,665          | 5,728,745                    | 2,964,674                         | 5,161,995         | (566,750)                      | -10%                             |
| Capital Outlay                                      | 796,884            | 105,207            | 1,438,310                    | 1,100                             | 1,808,425         | 370,115                        | 26%                              |
| <b>Operating Expense</b>                            | <b>5,566,711</b>   | <b>5,081,378</b>   | <b>9,703,290</b>             | <b>5,266,841</b>                  | <b>9,367,616</b>  | <b>(335,674)</b>               | <b>-3%</b>                       |
| Special Payments                                    | 153,853            | 169,024            | -                            | 129,840                           | 132,269           | 132,269                        | -                                |
| Contingency   | -                  | -                  | 413,223                      | -                                 | 59,059            | (354,164)                      | -86%                             |
| <b>Total Expense</b>                                | <b>5,720,565</b>   | <b>5,250,402</b>   | <b>10,116,513</b>            | <b>5,396,681</b>                  | <b>9,558,944</b>  | <b>(557,569)</b>               | <b>-6%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>2,641,575</b>   | <b>804,098</b>     | <b>-</b>                     | <b>485,405</b>                    | <b>-</b>          |                                |                                  |

Notes:

The transportation projects housed in the Administrative Program provided 58,276 rides in FY 22. New in FY 24 is a change to how administrative costs associated with staff time are reflected in the budget. These costs are now charged directly to projects within each Program. The budget for unemployment costs was increased significantly to cover charges associated with the elimination of three regular and five temporary positions.



## Aging and Disability Resources Connection

### Purpose Statement

The purpose of the Aging and Disability Resource Connection Program is to provide needs assessment, information, and service coordination to older adults, persons with disabilities, vulnerable individuals, and their caregiving networks so they can get the support they need to achieve their desired outcomes.

### Performance Narrative Statement

The Aging and Disability Resource Connection Program is a valuable resource for older adults, family members and caregivers. After seeing a decrease in the number of people served when comparing FY 19/20 to 20/21, a decrease largely due to the impacts of the pandemic, the program is now seeing the number of people served increase. This is likely due to the easing of pandemic-related restrictions. Overwhelmingly, clients find that their engagement with the program results in the person meeting their stated goals.

### Key Performance Measures

|   |   | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|---|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result   | Percentage of people whose goals have been met. | 85%               | 88%               | 85%               | -                  | 85%                |
|  Output | Number of people served                         | 1,514             | 1,863             | -                 | -                  | -                  |

Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

The Information and Referral function of the Aging and Disability Resource Connection (ADRC) is funded by two federal grants; the Older American's Act and the Community Services Block Grant. Social Services has received these funds for over 30 years. The Older Americans Act requires a 25% local match, which is met by using budgeted County General Funds and in-kind donations from contracted community partners.

The Options Counseling function of the ADRC is funded by state and federal grants that have been received for 8 years. There is no match requirement for those funds.



**400202-Aging & Disability Resource Connection**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>58,954</b>      | <b>16,378</b>      | <b>23,830</b>                | <b>(634,435)</b>                  | <b>191,823</b>    | <b>167,993</b>                 | <b>705%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | 2,419,415          | 1,907,744          | 4,228,400                    | 3,860,939                         | 3,240,535         | (987,865)                      | -23%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 68,017             | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 180,762            | -                            | -                                 | 168,026           | 168,026                        | -                                |
| <b>Operating Revenue</b>                            | <b>2,487,432</b>   | <b>2,088,506</b>   | <b>4,228,400</b>             | <b>3,860,939</b>                  | <b>3,408,561</b>  | <b>(819,839)</b>               | <b>-19%</b>                      |
| <b>Total Revenue</b>                                | <b>2,546,386</b>   | <b>2,104,884</b>   | <b>4,252,230</b>             | <b>3,226,504</b>                  | <b>3,600,384</b>  | <b>(651,846)</b>               | <b>-15%</b>                      |
| Personnel Services                                  | 481,726            | 606,619            | 735,430                      | 824,320                           | 891,974           | 156,544                        | 21%                              |
| Materials and Services                              | 1,222,760          | 818,805            | 1,755,024                    | 906,851                           | 1,238,100         | (516,924)                      | -29%                             |
| <b>Operating Expense</b>                            | <b>1,704,486</b>   | <b>1,425,424</b>   | <b>2,490,454</b>             | <b>1,731,171</b>                  | <b>2,130,074</b>  | <b>(360,380)</b>               | <b>-14%</b>                      |
| Special Payments                                    | 825,522            | 1,321,754          | 1,761,777                    | 1,303,510                         | 1,470,310         | (291,467)                      | -17%                             |
| <b>Total Expense</b>                                | <b>2,530,008</b>   | <b>2,747,177</b>   | <b>4,252,231</b>             | <b>3,034,681</b>                  | <b>3,600,384</b>  | <b>(651,847)</b>               | <b>-15%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>16,378</b>      | <b>(642,294)</b>   | <b>-</b>                     | <b>191,823</b>                    | <b>-</b>          |                                |                                  |

Notes:

There are no significant changes to the ADCR Program for FY 24. ADRC projects provided support and information to 1,668 county residents in FY 22. Senior Centers provided support and information to 7,485 county residents. The state is planning a substantial increase in funding for the Family Caregiver Support Program, which will increase level of support to unpaid family caregivers. Community based providers, including culturally specific providers, will be included in the Family Caregiver expansion.



# Social Services

## Developmental Disabilities

### Purpose Statement

The purpose of the Developmental Disabilities Program is to provide coordination of home and community-based services to individuals with developmental and/or intellectual disabilities. The program strives to do this work in a way that ensures that clients have maximum control and choice over their own life decisions, and supports the fulfillment of each person's goals. The program also provides abuse investigation and protectives services to people enrolled in the DD program.

### Performance Narrative Statement

The Developmental Disabilities Program continues to provide service in a person-center manner, as evidenced by the high number of program participants who are able to achieve their personal goals. Staffing shortages have contributed to a decline in the percentage of qualifying encounters, though staff and management are improving that part of the work with coaching, support and focused attention. Qualifying encounters are defined as a certain type of interaction with a client, and are one way that the county receives funding from the state for this program.

### Key Performance Measures

|   |   | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|---|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result      | Percentage of program participants who report that they achieve their goals | 83%               | N/A*              | 70%               | -                  | 70%                |
|  Output     | # of individuals served   | 2,305             | 2,347             | -                 | -                  | -                  |
|  Efficiency | Percentage of state-contracted qualified encounters                         | 109%              | 89%               | 100%              | 97%                | 100%               |

- Pandemic-related workload and staffing prohibited the distribution of client surveys that are used to collect data for this measure. Data will be available in FY 23/34.

Program includes:

Mandated Services  N

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                      Clackamas County operates the Developmental Disabilities Program in partnership with the State of Oregon. Clackamas County has operated this program for over 20 years. Clackamas County receives a grant from the state to fund the program. Funding is calculated based on a variety of factors, including the number of people served and the number of abuse investigations conducted.



**400203-Developmental Disabilities**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | 4,976,898          | 5,671,600                    | 7,558,936                         | 7,008,070         | 1,336,470                      | 24%                              |
| Federal, State, Local, All Other Gifts & Donations | 14,711,079         | 12,775,372         | 14,530,280                   | 12,660,109                        | 15,284,538        | 754,258                        | 5%                               |
| General Fund Support                               | -                  | -                  | -                            | -                                 | 592,722           | 592,722                        | -                                |
| <b>Operating Revenue</b>                           | <b>14,711,079</b>  | <b>12,775,372</b>  | <b>14,530,280</b>            | <b>12,660,109</b>                 | <b>15,877,260</b> | <b>1,346,980</b>               | <b>9%</b>                        |
| <b>Total Revenue</b>                               | <b>14,711,079</b>  | <b>17,752,270</b>  | <b>20,201,880</b>            | <b>20,219,045</b>                 | <b>22,885,330</b> | <b>2,683,450</b>               | <b>13%</b>                       |
| Personnel Services                                 | 6,883,417          | 7,390,083          | 11,976,859                   | 9,831,839                         | 12,453,224        | 476,365                        | 4%                               |
| Materials and Services                             | 2,850,763          | 2,803,251          | 4,232,600                    | 3,379,136                         | 5,458,334         | 1,225,734                      | 29%                              |
| Capital Outlay                                     | -                  | -                  | 65,400                       | -                                 | -                 | (65,400)                       | -100%                            |
| <b>Operating Expense</b>                           | <b>9,734,181</b>   | <b>10,193,334</b>  | <b>16,274,859</b>            | <b>13,210,975</b>                 | <b>17,911,558</b> | <b>1,636,699</b>               | <b>10%</b>                       |
| Contingency  | -                  | -                  | 3,927,021                    | -                                 | 4,973,772         | 1,046,751                      | 27%                              |
| <b>Total Expense</b>                               | <b>9,734,181</b>   | <b>10,193,334</b>  | <b>20,201,880</b>            | <b>13,210,975</b>                 | <b>22,885,330</b> | <b>2,683,450</b>               | <b>13%</b>                       |
| <b>Revenues Less Expenses</b>                      | 4,976,898          | 7,558,936          | -                            | 7,008,070                         | -                 |                                |                                  |

Notes:

The DD program currently supports 2,347 individuals experiencing intellectual and developmental disabilities. The program conducted 91 abuse investigation through Feb. of the current fiscal year. The DD program received a state ARPA grant that will provide support to residential providers from diverse backgrounds. Increased staffing and allocated costs limit the program's ability to increase the number of case managers, which affects the revenue that can be drawn down from the state.



# Social Services

## Energy Assistance

### Purpose Statement

The purpose of the Energy Assistance Program is to provide eligibility determination, financial assistance, and energy efficiency education to income-eligible county residents so they can reduce their energy expenses.

### Performance Narrative Statement

The Energy Assistance Program continues to implement creative strategies to ensure that as many households as possible benefit from the program. Regular outreach ensures that people apply for assistance before their utility services are cut off. This helps to ensure the health and safety of recipients, and reduces the amount of grant funds used for reconnection fees, thus allowing additional households to be served. Outreach also ensures that new households are made aware of the program. The two Results performance measures listed below demonstrate the effectiveness of the strategies used in order to achieve the desired outcome.

### Key Performance Measures

|   |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|--|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result   | Percentage of households that receive assistance prior to utility shut off | 99%               | 99%               | 85%               | -                  | 85%                |
|  Result | % of households that are first time recipients of energy assistance        | 24%               | 27%               | -                 | -                  | -                  |
|  Output | Dollars paid to eligible low income households                             | \$4,410,709       | \$4,943,075       | -                 | -                  | -                  |

Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

|             |   |
|-------------|---|
| Explanation | The Energy Assistance Program (now called Utility Support due to the addition of water and sewer assistance) is one of the programs operated under the umbrella of Community Action. Program funds are received via formula from federal and state sources. Federal funding for the Low Income Home Energy Assistance Program (LIHEAP) has been received for over 25 years. State funding comes through the Oregon Energy Assistance Program (OEAP) and has been received for over 10 years. The newest funding sources, federal water and sewer assistance funding, have been received for two years. None of these funding sources require local match. |
|-------------|---|



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | (45,907)           | -                            | (401,378)                         | 95,807            | 95,807                         | -                                |
| Federal, State, Local, All Other Gifts & Donations | 5,171,894          | 5,141,572          | 6,392,450                    | 6,155,711                         | 5,026,220         | (1,366,230)                    | -21%                             |
| General Fund Support                               | -                  | -                  | -                            | -                                 | 58,379            | 58,379                         | -                                |
| <b>Operating Revenue</b>                           | <b>5,171,894</b>   | <b>5,141,572</b>   | <b>6,392,450</b>             | <b>6,155,711</b>                  | <b>5,084,599</b>  | <b>(1,307,851)</b>             | <b>-20%</b>                      |
| <b>Total Revenue</b>                               | <b>5,171,894</b>   | <b>5,095,665</b>   | <b>6,392,450</b>             | <b>5,754,333</b>                  | <b>5,180,406</b>  | <b>(1,212,044)</b>             | <b>-19%</b>                      |
| Personnel Services                                 | 888,010            | 903,639            | 1,562,249                    | 946,062                           | 1,289,961         | (272,288)                      | -17%                             |
| Materials and Services                             | 4,323,763          | 4,578,626          | 4,821,121                    | 4,697,389                         | 3,883,003         | (938,118)                      | -19%                             |
| Capital Outlay                                     | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                           | <b>5,211,773</b>   | <b>5,482,265</b>   | <b>6,383,370</b>             | <b>5,643,451</b>                  | <b>5,172,964</b>  | <b>(1,210,406)</b>             | <b>-19%</b>                      |
| Special Payments                                   | 6,028              | 6,775              | 9,080                        | 15,075                            | 7,442             | (1,638)                        | -18%                             |
| <b>Total Expense</b>                               | <b>5,217,801</b>   | <b>5,489,040</b>   | <b>6,392,450</b>             | <b>5,658,526</b>                  | <b>5,180,406</b>  | <b>(1,212,044)</b>             | <b>-19%</b>                      |
| <b>Revenues Less Expenses</b>                      | (45,907)           | (393,375)          | -                            | 95,807                            | -                 |                                |                                  |

Notes:

The Energy Assistance program rebranded in FY 23 as the Utility Support Program, an acknowledgement of the program's new capacity to assist low income county residents with paying their water and sewer bills. This pilot program, funded by federal funds, will continue if the legislature approves state funding for this purpose. In FY 22, the program served 4,743 households. Increased staffing and allocated costs are limiting the program's ability to expand staffing.



# Social Services

## Housing Support

### Purpose Statement

The purpose of the Housing Support Program is to provide housing stabilization and supportive services to people who are homeless or are at risk of becoming homeless so they can obtain and maintain permanent housing.

### Performance Narrative Statement

The Social Services housing team continues to provide effective support for households experiencing houseless or at risk of becoming houseless. Nearly all households who graduate from a long-term housing program are able to maintain stable for at least six month. The national benchmark is 65%. This team has far exceeded that goal for the last two years. The increase in the number of households served is primarily due to federal and state rent assistance funding.

### Key Performance Measures

|  |   | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|--|---|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result  | Percentage of households who have retained permanent housing six months after program completion. | 100%              | 94%               | 65%               | -                  | 65%                |
|  Output | Number of households served   | 652               | 855               | -                 | -                  | -                  |

Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

**Explanation**                      There are over 20 local, state and federal funds that support Social Services' housing programs. Some, like state funded EHA (Emergency Housing Account) and SHAP (State Homeless Assistance Program), are received via a formula and operate under the umbrella of Community Action. These funds have been received for over 25 years. Six federal Continuum of Care funding sources are accessed via a competitive process and have been received for over 10 years. More recently, pandemic related state and federal rent assistance has been received for 2 to 3 years.



400205-Housing Support

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>759,493</b>     | <b>(2,673,234)</b> | <b>2,819,116</b>             | <b>(4,759,635)</b>                | <b>237,322</b>    | <b>(2,581,794)</b>             | <b>-92%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | 12,628,571         | 22,438,683         | 7,830,645                    | 16,025,900                        | 9,538,120         | 1,707,475                      | 22%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 1,091,024          | 1,620,487          | 1,280,540                    | 2,067,073                         | -                 | (1,280,540)                    | -100%                            |
| All Other Revenue Resources                         | -                  | -                  | -                            | 2,970                             | -                 | -                              | -                                |
| Other Interfund Transfers                           | 634,879            | -                  | 200,000                      | -                                 | -                 | (200,000)                      | -100%                            |
| General Fund Support                                | -                  | 536,016            | 824,930                      | 824,930                           | 1,245,751         | 420,821                        | 51%                              |
| <b>Operating Revenue</b>                            | <b>14,354,474</b>  | <b>24,595,185</b>  | <b>10,136,115</b>            | <b>18,920,873</b>                 | <b>10,783,871</b> | <b>647,756</b>                 | <b>6%</b>                        |
| <b>Total Revenue</b>                                | <b>15,113,967</b>  | <b>21,921,952</b>  | <b>12,955,231</b>            | <b>14,161,238</b>                 | <b>11,021,193</b> | <b>(1,934,038)</b>             | <b>-15%</b>                      |
| Personnel Services                                  | 2,601,297          | 2,722,260          | 3,778,964                    | 2,770,049                         | 3,508,635         | (270,329)                      | -7%                              |
| Materials and Services                              | 7,885,798          | 15,847,637         | 5,331,441                    | 7,853,980                         | 7,151,883         | 1,820,442                      | 34%                              |
| <b>Operating Expense</b>                            | <b>10,487,095</b>  | <b>18,569,897</b>  | <b>9,110,405</b>             | <b>10,624,029</b>                 | <b>10,660,518</b> | <b>1,550,113</b>               | <b>17%</b>                       |
| Special Payments                                    | 7,300,105          | 8,055,931          | 3,844,826                    | 3,299,887                         | 360,675           | (3,484,151)                    | -91%                             |
| <b>Total Expense</b>                                | <b>17,787,201</b>  | <b>26,625,828</b>  | <b>12,955,231</b>            | <b>13,923,916</b>                 | <b>11,021,193</b> | <b>(1,934,038)</b>             | <b>-15%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>(2,673,234)</b> | <b>(4,703,876)</b> | <b>-</b>                     | <b>237,322</b>                    | <b>-</b>          |                                |                                  |

Notes:  
 Social Services' housing projects work closely with the Housing and Community Development Division as Social Services continues to operate several direct-service programs. In FY 22, over 1,743 households were supported with rent assistance. 329 households received long-term supportive housing. Housing Rights and Responsibilities responded to 2,818 request regarding Fair Housing. Extreme Weather Centers provided life-saving overnight shelter to 309 county residents who experience homelessness.



# Social Services

## Oregon Project Independence

### Purpose Statement

The purpose of the Oregon Project Independence Program (OPI) is to provide needs assessment, information, and service coordination for county residents aged 60 and over who are unable to meet their basic needs. The program authorizes personal and chore service support so that clients can remain living independently in their own home.

### Performance Narrative Statement

The Oregon Project Independence Program provided effective services to 160 people in FY 21/22. The decline from the previous year was due to a lower number of clients exiting the program as compared to the previous year. Demand for services remains high, with 407 people on the wait list.

### Key Performance Measures

|  |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|--|--|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result  | Percentage of clients who did not transition to Medicaid services when exiting the program | 73%               | 72%               | 65%               | -                  | 65%                |
|  Output | Number of clients served   | 198               | 160               | -                 | -                  | -                  |

Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

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

Explanation                      Oregon Project Independence is a state-funded program that has been in operation for over 30 years. Funds are distributed via a formula to Area Agency on Aging (AAA) in the state. Social Services is the AAA for Clackamas County.





# Social Services

## Veteran Services

### Purpose Statement

The purpose of the Veterans Program is to provide Veterans Affairs claims consultation and representation services to Clackamas County veterans and their eligible dependents so they can obtain the maximum federal and state benefits to which they are entitled. The office also provides referrals to other services that veterans may need. This Program also includes the Veterans Directed Care program, which provides homecare and personal services to veterans who are unable to meet their basic needs. This program serves as an alternative to out-of-home placement.

### Performance Narrative Statement

The Veterans Program employs accredited Veterans Service Officers to expedite access to VA benefits and improve the chance for a successful outcome for every claim filed. The measure tracking the dollar amount of new claims is reported on a one-year lag in order to allow as many claims as possible to move through the long initial, and if needed, the appeals process. This reporting delay allows the agency to provide more accurate information on the outcome of the office's work. The program consistently reports over \$10 million in new awards each year. For every dollar invested in the program in FY 20/21, veterans and their dependents received more than \$11 in benefits.

### Key Performance Measures

|   |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|--|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result     | Amount of new claim dollars granted to Clackamas County veterans   | \$10,310,804      | -                 | \$10,000,000      | -                  | \$10,000,000       |
|  Output     | Number of claims files   | 739               | 891               | -                 | -                  | -                  |
|  Efficiency | Return on investment – Claim dollars generated for every dollar spent on the County Veterans Service program | \$11.72           | -                 | -                 | -                  | -                  |

Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation      The County Veterans Service Office (CVSO) receives funding from the Oregon Department of Veterans Affairs. The county has operated the CVSO for over 30 years. The funding is distributed via formula to all CVSOs in the state. For the proposed FY 24 budget, the state grant covers 40% of the costs of the program. The remaining costs are covered by County General Fund.

The Veterans Directed Care program is funded by the Veterans Administration and has been in operation in Clackamas County for five years. Neither program requires local match.



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>65,758</b>      | <b>110,391</b>     | <b>110,330</b>               | <b>95,202</b>                     | <b>157,206</b>    | <b>46,876</b>                  | <b>42%</b>                       |
| Federal, State, Local, All Other Gifts & Donations | 364,551            | 363,028            | 357,580                      | 357,580                           | 374,320           | 16,740                         | 5%                               |
| All Other Revenue Resources                        | -                  | -                  | -                            | 10                                | -                 | -                              | -                                |
| Other Interfund Transfers                          | 559,618            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                               | -                  | 510,660            | 602,230                      | 602,230                           | 728,362           | 126,132                        | 21%                              |
| <b>Operating Revenue</b>                           | <b>924,169</b>     | <b>873,688</b>     | <b>959,810</b>               | <b>959,820</b>                    | <b>1,102,682</b>  | <b>142,872</b>                 | <b>15%</b>                       |
| <b>Total Revenue</b>                               | <b>989,927</b>     | <b>984,079</b>     | <b>1,070,140</b>             | <b>1,055,022</b>                  | <b>1,259,888</b>  | <b>189,748</b>                 | <b>18%</b>                       |
| Personnel Services                                 | 646,411            | 666,311            | 836,786                      | 699,663                           | 836,632           | (154)                          | 0%                               |
| Materials and Services                             | 233,125            | 222,565            | 233,354                      | 198,153                           | 423,256           | 189,902                        | 81%                              |
| <b>Operating Expense</b>                           | <b>879,536</b>     | <b>888,876</b>     | <b>1,070,140</b>             | <b>897,816</b>                    | <b>1,259,888</b>  | <b>189,748</b>                 | <b>18%</b>                       |
| <b>Total Expense</b>                               | <b>879,536</b>     | <b>888,876</b>     | <b>1,070,140</b>             | <b>897,816</b>                    | <b>1,259,888</b>  | <b>189,748</b>                 | <b>18%</b>                       |
| <b>Revenues Less Expenses</b>                      | <b>110,391</b>     | <b>95,203</b>      | <b>-</b>                     | <b>157,206</b>                    | <b>-</b>          |                                |                                  |

Notes:

The County Veterans Service assisted 1,587 veterans and veteran family members to access Veterans Administration benefits. The total dollar figure of benefits secured for Clackamas County residents is over \$10.7 million. The Veterans Directed Care program provides in-home support to veterans who are unable to meet their basic needs. The program currently provides support for 21 veterans. No changes to Veterans programs are planned for FY 24.



# Social Services

## Volunteer Connection

### Purpose Statement

The purpose of the Volunteer Connection Program is to create meaningful opportunities that increase the capacity to provide independent living supports to older adults and persons who experience a disability so that they can increase or maintain their livelihood and independence. This program benefits both the residents who are seeking services and the volunteers who contribute to their community. Actively engaging in community efforts is one way that older adults can maintain their physical and mental health as they age.

### Performance Narrative Statement

The Volunteer Connection Program is comprised of several distinct projects, including the Retired Senior Volunteer Program, the Senior Companion Program, Money Management, and Senior Health Insurance Benefits Assistance Program. The program restructured and limited programming during the height of the pandemic, which affected the number of volunteer hours contributed. Programs are ramping back up, as evidenced by a more than doubling of the number of volunteer service hours between FY 21 and FY 22.

Due to increasing staff costs, allocated costs and a reduction in General Fund support, the Volunteer Connection will be eliminated as of July 1, 2023. The RSVP program is being eliminated. The remaining projects will be distributed to other work units within Social Services.

### Key Performance Measures

|   |   | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|---|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result     | Percentage of volunteers who feel their service is meaningful | 100%              | 90%               | 95%               | -                  | 95%                |
|  Output     | Number of volunteer hours worked                              | 13,451            | 27,643            | -                 | -                  | -                  |
|  Efficiency | Number of volunteer hours per Volunteer Connection FTE        | 1,269             | 5,119             | -                 | -                  | -                  |

<sup>1</sup> Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

Explanation

The Senior Companion Program has been part of the Volunteer Connection for over 30 years and requires \$62,470 in match. In-kind donations and STIF (State Transportation Investment Fund) dollars cover the match requirement.

The Senior Health Insurance Benefits Program (SHIBA) has been part of the Volunteer Connection for over 20 years. There is no match required.

The Money Management Program has been part of the Volunteer Connection for over 25 years. There is no match requirement for that program.



400208-Volunteer Connection

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>178,737</b>     | <b>(162,320)</b>   | <b>165,330</b>               | <b>(267,185)</b>                  | <b>153,684</b>    | <b>(11,646)</b>                | <b>-7%</b>                       |
| Federal, State, Local, All Other Gifts & Donations  | 1,050,356          | 1,527,678          | 2,284,970                    | 2,366,681                         | 2,145,717         | (139,253)                      | -6%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 15,500             | 7,750              | 15,500                       | 21,178                            | -                 | (15,500)                       | -100%                            |
| All Other Revenue Resources                         | 1,329              | 1,453              | 15,000                       | 2,150                             | -                 | (15,000)                       | -100%                            |
| Other Interfund Transfers                           | 126,540            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 143,216            | 204,770                      | 204,770                           | 58,352            | (146,418)                      | -72%                             |
| <b>Operating Revenue</b>                            | <b>1,193,726</b>   | <b>1,680,098</b>   | <b>2,520,240</b>             | <b>2,594,779</b>                  | <b>2,204,069</b>  | <b>(316,171)</b>               | <b>-13%</b>                      |
| <b>Total Revenue</b>                                | <b>1,372,463</b>   | <b>1,517,778</b>   | <b>2,685,570</b>             | <b>2,327,594</b>                  | <b>2,357,753</b>  | <b>(327,817)</b>               | <b>-12%</b>                      |
| Personnel Services                                  | 960,675            | 1,235,519          | 1,644,879                    | 1,399,965                         | 847,583           | (797,296)                      | -48%                             |
| Materials and Services                              | 376,432            | 340,964            | 657,131                      | 295,026                           | 1,072,410         | 415,279                        | 63%                              |
| Capital Outlay                                      | -                  | -                  | -                            | 1,947                             | 234,375           | 234,375                        | -                                |
| <b>Operating Expense</b>                            | <b>1,337,108</b>   | <b>1,576,483</b>   | <b>2,302,010</b>             | <b>1,696,938</b>                  | <b>2,154,368</b>  | <b>(147,642)</b>               | <b>-6%</b>                       |
| Special Payments                                    | 182,612            | 264,383            | 383,560                      | 476,972                           | 203,385           | (180,175)                      | -47%                             |
| <b>Total Expense</b>                                | <b>1,519,719</b>   | <b>1,840,866</b>   | <b>2,685,570</b>             | <b>2,173,910</b>                  | <b>2,357,753</b>  | <b>(327,817)</b>               | <b>-12%</b>                      |

**Revenues Less Expenses** (147,256) (323,088) - 153,684 -

Notes:  
 Due to increased staffing and allocated costs, and decreasing County General Fund support, the Volunteer Connection will end as of July 1, 2023. Projects with active funding will be moved into other Programs. The Retired Senior Volunteer Program (RSVP) and Senior Demonstration Project (SDP) will end. Senior Companion Program (SCP) will be reduced in scope. These changes will result in a significant decrease in the number of county residents contributing to their communities through volunteerism.



# Children, Family & Community Connections

## Workforce

### Purpose Statement

The purpose of the Workforce Program is to provide highly customized and client-centered employment services to vulnerable residents of Clackamas County so they can experience fewer barriers in obtaining and retaining meaningful employment.

### Performance Narrative Statement

The Workforce Program budget reflects an expansion of services from what was presented last year. In that time, the unit has received four new grants. These are listed below and will allow the unit to deliver employment services to more county residents. Some grants focus on specific populations, including people: reentering society after incarceration, living in affordable housing and homeless veterans. The unit also began a new service hosting expungement clinics to help those eligible to clear their criminal records to open more doors to employment, housing and other important opportunities.

### Key Performance Measures

|  |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals<br>(as of<br>12.31.22) | FY23-24<br>Target |
|--|--|-------------------|-------------------|-------------------|---|-------------------|
|  Result  | Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment). | 77%               | 80%               | 85%               | 87%                                       | 55%               |
|  Output | Number of jobseekers in County-funded programs who obtained employment.  | 148               | 156               | N/A               | 158                                       | N/A               |

Program includes:

|                   |                            |
|-------------------|----------------------------|
| Mandated Services | <input type="checkbox"/> N |
| Shared Services   | <input type="checkbox"/> N |
| Grant Funding     | <input type="checkbox"/> Y |

Explain all "Yes" boxes below

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

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

- Explanation<sup>1</sup>
- Oregon Department of Human Services - Job Opportunity & Basic Skills (JOBS) - July 1, 2023 to June 30, 2025. No match requirement.
  - Oregon Department of Human Services – SNAP Training and Employment Program (STEP) - October 1, 2022 to September 30, 2024. 100% match funded through Supportive Housing Services (SHS) and Community Corrections.
  - U.S. Dept. of Labor, Homeless Veterans Reintegration Program (HVRP) – July 1, 2022 – June 30, 2025. No match required.
  - U.S. Dept. of Justice, Improving Reentry Education & Employment Outcomes – October 1, 2022 – Sept. 30, 2025. No match required.

<sup>1</sup> Note that the Workforce Unit receives additional grants not listed here, because they have not yet been renewed into FY23-24.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>464,359</b>     | <b>256,202</b>     | <b>152,924</b>               | <b>162,237</b>                    | <b>189,292</b>    | <b>36,368</b>                  | <b>24%</b>                       |
| Federal, State, Local, All Other Gifts & Donations  | 741,385            | 756,306            | 1,282,135                    | 1,220,762                         | 1,897,000         | 614,865                        | 48%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 141,540            | 82,000             | 92,000                       | 42,000                            | 42,000            | (50,000)                       | -54%                             |
| All Other Revenue Resources                         | -                  | 24,264             | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 709,970            | 63,000             | 63,000                       | 63,000                            | -                 | (63,000)                       | -100%                            |
| General Fund Support                                | -                  | 830,580            | 868,501                      | 768,501                           | 600,000           | (268,501)                      | -31%                             |
| <b>Operating Revenue</b>                            | <b>1,592,895</b>   | <b>1,756,150</b>   | <b>2,305,636</b>             | <b>2,094,263</b>                  | <b>2,539,000</b>  | <b>233,364</b>                 | <b>10%</b>                       |
| <b>Total Revenue</b>                                | <b>2,057,254</b>   | <b>2,012,352</b>   | <b>2,458,560</b>             | <b>2,256,500</b>                  | <b>2,728,292</b>  | <b>269,732</b>                 | <b>11%</b>                       |
| Personnel Services                                  | 1,334,421          | 1,341,997          | 1,724,156                    | 1,567,204                         | 1,969,128         | 244,972                        | 14%                              |
| Materials and Services                              | 406,169            | 502,707            | 734,403                      | 500,004                           | 759,164           | 24,761                         | 3%                               |
| <b>Operating Expense</b>                            | <b>1,740,590</b>   | <b>1,844,704</b>   | <b>2,458,559</b>             | <b>2,067,208</b>                  | <b>2,728,292</b>  | <b>269,733</b>                 | <b>11%</b>                       |
| Special Payments                                    | 60,460             | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>1,801,050</b>   | <b>1,844,704</b>   | <b>2,458,559</b>             | <b>2,067,208</b>                  | <b>2,728,292</b>  | <b>269,733</b>                 | <b>11%</b>                       |

**Revenues Less Expenses**

|         |         |   |         |   |
|---------|---------|---|---------|---|
| 256,204 | 167,649 | - | 189,292 | - |
|---------|---------|---|---------|---|

Notes:

•Inability to hire staff for new grant funded positions (approved by BCC) has created an inability to provide services. Program revenue is received on an expenditure reimbursement basis, so we cannot bill our funders until staff are hired to deliver services. Performance suffers and grants end up being underspent, which is an issue for both the funder and program budget. Occasionally it can cause the County to lose out on future funding as well.



# Children, Family & Community Connections

## Prevention Services

### Purpose Statement

The purpose of the Prevention program is to provide equitable prevention, early intervention and system coordination services to the most vulnerable children, youth and families in Clackamas County so they can experience safe and stable home environments and academic progress.

### Performance Narrative Statement

The Prevention Unit's FY23-24 budget of \$4.87 million dollars will maintain most current service levels. Annually, over 3,000 families receive services support by the Prevention Unit. Families of young children are connected to needed services and resources to facilitate stable home environments, healthy parent/child relationships, and age-appropriate child development. Youth receive substance abuse prevention and intervention services. Community members engage in substance use prevention activities. Domestic violence survivors receive shelter, safety planning and on-going services to help them stay safe. These services help assure Safe, Healthy & Secure Communities.

### Key Performance Measures

|   |   | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals<br>(9/30/22) | FY 23-24<br>Target |
|---|---|-------------------|-------------------|-------------------|---------------------------------|--------------------|
|  Result   | % of families that are healthy, stable and attached | 97%               | 80%               | 85%               | 87%                             | 85%                |
|  Result | % of clients with a domestic violence safety plan   | 89%               | 93%               | 95%               | 97%                             | 95%                |

Program includes:

|                   |                            |
|-------------------|----------------------------|
| Mandated Services | <input type="checkbox"/> N |
| Shared Services   | <input type="checkbox"/> N |
| Grant Funding     | <input type="checkbox"/> Y |

Explain all "Yes" boxes below

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

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

### Explanation

Oregon Department of Education (ODE) Early Learning Division - July 1, 2023 to June 30, 2025. Minor match requirement met with in-kind contributions.

Oregon State University (OSU) - July 1, 2023 to June 30, 2024. No match requirement.

Oregon Youth Development Division (YDD) - October 1, 2023 to June 30, 2025. No match requirement.

Oregon Parenting Education Collaborative - July 1, 2023 to June 30, 2024. No match requirement.

Oregon Health Authority, Alcohol and Drug Prevention Education Program (AD-PEP) - July 1, 2023 - June 30, 2025. No match requirement.

U.S. Dept. of Health & Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA) - Strategic Prevention Framework - Partnership for Success (SPF-PFS) - October 1, 2022 - September 30, 2024. No match requirement.

U.S. Dept. of Justice, Office on Violence against Women (OVW) - Criminal Justice Response Grant. October 1, 2022 - September 30, 2024. No match requirement.

U.S. Dept. of Justice, Bureau of Justice Affairs (BJA) - Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program (COSSAP) - October 1, 2021 - September 30, 2023. No match requirement.



4003-Children, Family & Community Connections

400304-Prevention Services

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | 335,015            | 18,949             | 399,770                      | 77,881                            | 376,812           | (22,958)                       | -6%                              |
| Federal, State, Local, All Other Gifts & Donations  | 4,063,688          | 4,372,598          | 3,902,380                    | 4,059,845                         | 3,456,696         | (445,684)                      | -11%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 159,787            | 314,830            | 265,000                      | 170,000                           | -                 | (265,000)                      | -100%                            |
| All Other Revenue Resources                         | 9,590              | 8,689              | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 1,415,487          | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 1,284,911          | 1,405,000                    | 1,405,000                         | 1,226,827         | (178,173)                      | -13%                             |
| <b>Operating Revenue</b>                            | <b>5,648,552</b>   | <b>5,981,028</b>   | <b>5,572,380</b>             | <b>5,634,845</b>                  | <b>4,683,523</b>  | <b>(888,857)</b>               | <b>-16%</b>                      |
| <b>Total Revenue</b>                                | <b>5,983,567</b>   | <b>5,999,977</b>   | <b>5,972,150</b>             | <b>5,712,726</b>                  | <b>5,060,335</b>  | <b>(911,815)</b>               | <b>-15%</b>                      |
| Personnel Services                                  | 1,108,024          | 1,469,751          | 1,765,725                    | 1,611,692                         | 1,983,352         | 217,627                        | 12%                              |
| Materials and Services                              | 1,064,889          | 837,855            | 599,170                      | 629,222                           | 595,520           | (3,650)                        | -1%                              |
| <b>Operating Expense</b>                            | <b>2,172,913</b>   | <b>2,307,606</b>   | <b>2,364,895</b>             | <b>2,240,914</b>                  | <b>2,578,872</b>  | <b>213,977</b>                 | <b>9%</b>                        |
| Special Payments                                    | 3,673,551          | 3,614,490          | 3,607,255                    | 3,285,000                         | 2,481,463         | (1,125,792)                    | -31%                             |
| Transfers   | 125,886            | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>                                | <b>5,972,350</b>   | <b>5,922,096</b>   | <b>5,972,150</b>             | <b>5,525,914</b>                  | <b>5,060,335</b>  | <b>(911,815)</b>               | <b>-15%</b>                      |

Revenues Less Expenses

|        |        |   |         |   |
|--------|--------|---|---------|---|
| 11,217 | 77,881 | - | 186,812 | - |
|--------|--------|---|---------|---|

Notes:  
 Due to loss of funding: • 600 families/year will not be able to access family-tailored resource navigation services. • 120 youth/year will not have access to school-based substance use prevention, early-intervention and family support. • 24 parents in the judicial system and 18 children of parents in the judicial system will not receive services designed to reduce crime.



# Children, Family & Community Connections

## Conflict Resolution & Skill Development

### Purpose Statement

The purpose of the Conflict Resolution Program is to provide mediation and dispute resolution services to people and organizations so they can resolve their differences peacefully.

### Performance Narrative Statement

Resolution Services proposes an operating budget of \$1,138,886. This will support Conflict Resolution & Skill Development work within a department of 6.15 FTE regular staff and any temporary support. Conflict Resolution services are specifically targeted when individuals or communities have a defined dispute and we assist them in working toward a resolution of that dispute. Skill Development is offered for those seeking to improve and enhance their ability to participate in and facilitate the peaceful resolution of relationship and community conflict.

### Key Performance Measures

|  |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals<br>(as of<br>12.31.22) | FY23-24<br>Target |
|--|--|-------------------|-------------------|-------------------|---|-------------------|
|  Result  | Mediation clients agree that they believe having mediation available through Resolution Services is valuable | 95%               | 94%               | 70%               | 84%                                       | 70%               |
|  Output | # of clients served in all service areas   | 2774              | 2255              | n/a               | 1768                                      | n/a               |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

Explanation:

Mandated Services:  
**Family Law:** ORS 107.755

**Mediation Orientation:** Oregon law requires that each judicial district offer an orientation to mediation for litigants in family law matters. Clackamas County is the contracted provider of this service.

**Family Law Mediation:** Oregon law further requires that each judicial district offer court-connected mediation to litigants in family law matters; Clackamas County Circuit Court makes this mediation mandatory by Supplemental Local Rule. Clackamas County is the contracted provider for these mediation services.

**Small Claims Mediation:** Clackamas County Supplementary Local Rule 12.005 Mediation in Small Claims Actions Clackamas County Circuit Court and Clackamas County Justice Court require all litigants to small claims matters to first attempt mediation prior to judicial hearing. Clackamas County Resolution Services is the contracted provider.

**Grant Funding:**

Our Community Mediation services section receives grant funding from the Oregon Office of Community Dispute Resolution, administered through the University of Oregon School of Law. We anticipate funds from this biennial grant will be \$117,322 by June 30, 2025. This grant covers neighbor-to-neighbor disputes for residents of, or businesses within, Clackamas County. We anticipate funding will continue into future years at the same level with a possible COLA of 3-4%.



**280101-Conflict Resolution and Skill Development**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
**Budget Summary**

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | 65,250             | -                  | -                            | 34,728                            | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 102,424            | 625,905            | 601,004                      | 723,544                           | -                 | (601,004)                      | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 707,643            | 183,898            | 179,500                      | 156,810                           | -                 | (179,500)                      | -100%                            |
| All Other Revenue Resources                         | -                  | 80                 | -                            | -                                 | -                 | -                              | -                                |
| Other Interfund Transfers                           | 523,447            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 559,629            | 629,113                      | 305,511                           | -                 | (629,113)                      | -100%                            |
| <b>Operating Revenue</b>                            | <b>1,333,514</b>   | <b>1,369,512</b>   | <b>1,409,617</b>             | <b>1,185,865</b>                  | -                 | <b>(1,409,617)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                                | <b>1,398,763</b>   | <b>1,369,512</b>   | <b>1,409,617</b>             | <b>1,220,593</b>                  | -                 | <b>(1,409,617)</b>             | <b>-100%</b>                     |
| Personnel Services                                  | 991,078            | 1,017,156          | 1,085,812                    | 875,766                           | -                 | (1,085,812)                    | -100%                            |
| Materials and Services                              | 314,212            | 317,628            | 323,805                      | 314,910                           | -                 | (323,805)                      | -100%                            |
| <b>Operating Expense</b>                            | <b>1,305,290</b>   | <b>1,334,784</b>   | <b>1,409,617</b>             | <b>1,190,676</b>                  | -                 | <b>(1,409,617)</b>             | <b>-100%</b>                     |
| <b>Total Expense</b>                                | <b>1,305,290</b>   | <b>1,334,784</b>   | <b>1,409,617</b>             | <b>1,190,676</b>                  | -                 | <b>(1,409,617)</b>             | <b>-100%</b>                     |
| <br>  |                    |                    |                              |                                   |                   |                                |                                  |
| <b>Revenues Less Expenses</b>                       | 93,473             | 34,728             | -                            | 29,917                            | -                 |                                |                                  |

Notes:

This Program will be moving into the Health, Housing and Human Services Dept beginning FY23-24. New Program number will be 400305



400305-Conflict Resolution & Skill

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 29,917            | 29,917                         | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 879,341           | 879,341                        | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 155,000           | 155,000                        | -                                |
| General Fund Support                                | -                  | -                  | -                            | -                                 | 74,628            | 74,628                         | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>1,108,969</b>  | <b>1,108,969</b>               | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>1,138,886</b>  | <b>1,138,886</b>               | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 925,984           | 925,984                        | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 212,902           | 212,902                        | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>1,138,886</b>  | <b>1,138,886</b>               | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>1,138,886</b>  | <b>1,138,886</b>               | -                                |
| <b>Revenues Less Expenses</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |

Notes:  
 During FY22-23, Resolution Services moved from being its own Dept to being a Program within the Health, Housing and Human Services Dept. The Program will be integrated into the Children, Family & Community Connections (CFCC) division. The Program had a reduction of \$554,000 in County General Fund support and had to reduce its staff by 2.25 FTE for FY23-24.



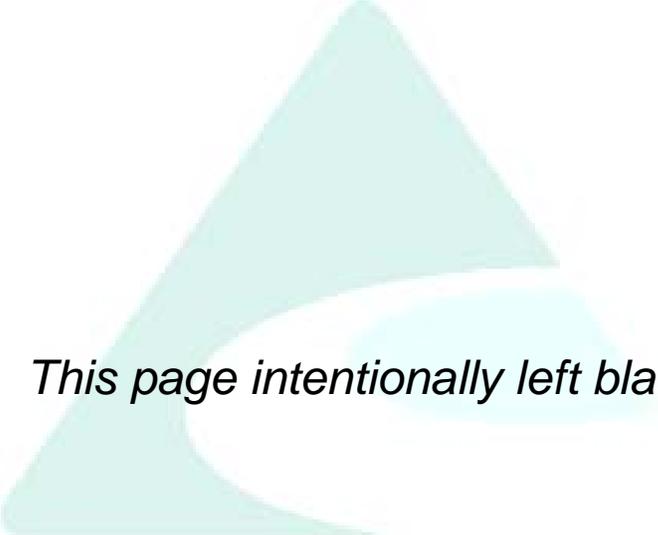
400302-Weatherization

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>231,187</b>     | <b>(397,025)</b>   | <b>250,204</b>               | <b>173,836</b>                    | -                 | <b>(250,204)</b>               | <b>-100%</b>                     |
| Federal, State, Local, All Other Gifts & Donations  | 1,020,004          | 2,559,467          | 2,170,000                    | 2,083,807                         | -                 | (2,170,000)                    | -100%                            |
| Charges, Fees, License, Permits, Fines, Assessments | 63,493             | 73,052             | 100,000                      | 100,000                           | -                 | (100,000)                      | -100%                            |
| All Other Revenue Resources                         | 900                | 45,650             | 3,000                        | 8,639                             | -                 | (3,000)                        | -100%                            |
| General Fund Support                                | -                  | 83,873             | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>1,084,397</b>   | <b>2,762,042</b>   | <b>2,273,000</b>             | <b>2,192,446</b>                  | -                 | <b>(2,273,000)</b>             | <b>-100%</b>                     |
| <b>Total Revenue</b>                                | <b>1,315,583</b>   | <b>2,365,017</b>   | <b>2,523,204</b>             | <b>2,366,282</b>                  | -                 | <b>(2,523,204)</b>             | <b>-100%</b>                     |
| Personnel Services                                  | 894,787            | 1,086,559          | 1,108,228                    | 1,049,500                         | -                 | (1,108,228)                    | -100%                            |
| Materials and Services                              | 817,823            | 1,104,621          | 1,314,976                    | 1,188,122                         | -                 | (1,314,976)                    | -100%                            |
| Capital Outlay                                      | -                  | -                  | 100,000                      | -                                 | -                 | (100,000)                      | -100%                            |
| <b>Operating Expense</b>                            | <b>1,712,610</b>   | <b>2,191,180</b>   | <b>2,523,204</b>             | <b>2,237,622</b>                  | -                 | <b>(2,523,204)</b>             | <b>-100%</b>                     |
| <b>Total Expense</b>                                | <b>1,712,610</b>   | <b>2,191,180</b>   | <b>2,523,204</b>             | <b>2,237,622</b>                  | -                 | <b>(2,523,204)</b>             | <b>-100%</b>                     |
| <b>Revenues Less Expenses</b>                       | <b>(397,027)</b>   | <b>173,836</b>     | <b>-</b>                     | <b>128,660</b>                    | <b>-</b>          |                                |                                  |

Notes:  
 This Program will end in FY23-24 as the Weatherization Services will move to the Community Preservation Program, 400703, under the Housing and Community Development Division of H3S



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**CLACKAMAS**  
C O U N T Y



|                        | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| Beginning Fund Balance | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Operating Revenue      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>   | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services | -                  | 5,412              | -                            | -                                 | -                 | -                              | -                                |
| Operating Expense      | -                  | 5,412              | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>   | -                  | 5,412              | -                            | -                                 | -                 | -                              | -                                |
| Revenues Less Expenses | -                  | (5,412)            | -                            | -                                 | -                 | -                              | -                                |

Notes:



Public Health Administration

**Purpose Statement**

The purpose of the Public Health Administration Program is to provide personnel/payroll management, procurement activities, grant coordination, budget control and fiscal management, for Public Health management and staff so they can experience continued and predictable resources/funding to carry out Public Health initiatives.

**Performance Narrative Statement**

As reflected in our contract performance measure, processing delays due to an increase in federal grant awards; sub-recipient contract development; and process changes implemented by the BCC, County Counsel, and Procurement. However, hiring additional Public Health Procurement staff reflects processing time improvements for FY23.

**Key Performance Measures**

|  |   | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Projected | FY23-24<br>Target |
|--|---|-------------------|-------------------|-------------------|----------------------|-------------------|
|  Result  | 100% of staff members have an Individual Development Plan.    | On Hold           | On Hold           | On Hold           | On Hold              | On Hold           |
|  Result | 85% of contracts (new and renewals) processed within 60 days. | 46%               | 68%               | 85%               | 70%                  | 85%               |

Program includes:

|                   |                            |
|-------------------|----------------------------|
| Mandated Services | <input type="checkbox"/> N |
| Shared Services   | <input type="checkbox"/> Y |
| Grant Funding     | <input type="checkbox"/> 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

**Shared Services:**

- Public Health shares PSB front office reception services with the Health Centers.



**400401-Public Health Administration**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | <b>21,776</b>      | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | 121,294            | -                            | -                                 | -                 | -                              | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | 531,804            | 619,958            | 813,920                      | 513,944                           | 794,157           | (19,763)                       | -2%                              |
| All Other Revenue Resources                         | -                  | 36,114             | -                            | 19,740                            | -                 | -                              | -                                |
| Other Interfund Transfers                           | 840                | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>532,644</b>     | <b>777,366</b>     | <b>813,920</b>               | <b>533,684</b>                    | <b>794,157</b>    | <b>(19,763)</b>                | <b>-2%</b>                       |
| <b>Total Revenue</b>                                | <b>532,644</b>     | <b>799,142</b>     | <b>813,920</b>               | <b>533,684</b>                    | <b>794,157</b>    | <b>(19,763)</b>                | <b>-2%</b>                       |
| Personnel Services                                  | 270,728            | 698,392            | 767,902                      | 393,035                           | 678,160           | (89,742)                       | -12%                             |
| Materials and Services                              | 240,140            | 99,206             | 46,018                       | 140,649                           | 115,997           | 69,979                         | 152%                             |
| <b>Operating Expense</b>                            | <b>510,868</b>     | <b>797,598</b>     | <b>813,920</b>               | <b>533,684</b>                    | <b>794,157</b>    | <b>(19,763)</b>                | <b>-2%</b>                       |
| <b>Total Expense</b>                                | <b>510,868</b>     | <b>797,598</b>     | <b>813,920</b>               | <b>533,684</b>                    | <b>794,157</b>    | <b>(19,763)</b>                | <b>-2%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>21,777</b>      | <b>1,544</b>       | <b>-</b>                     | <b>-</b>                          | <b>-</b>          |                                |                                  |

Notes:

•Until permanent positions are approved and filled, we must continue to contract with staffing agencies for Accounts Payable, Grant Reporting, and Procurement, to manage and adhere to the administrative infrastructure of public health modernization



Access to Preventative Health

**Purpose Statement**

The purpose of the Access to Preventive Health Program, is to promote community health through building partnerships, connecting systems, and providing services to improve immunization rates, reproductive health, and maternal and childhood health and nutrition.

**Performance Narrative Statement**

Women, Infants, and Children (WIC): WIC caseload has been decreasing the past five years. The last three months CCPH has managed to reverse this trend and has recently experienced slight increases in overall caseload. However, CCPH continues to fall short on enrolling Medicaid-eligible pregnant women onto WIC. Recommendation: Increase outreach and referrals to prenatal medical providers. Contribute to existing initiatives to develop and implement a tri-county coordinated Maternal Child Health Referral System.

**Key Performance Measures**

|   |  | FY20-21 Actual | FY21-22 Actual | FY22-23 Target | FY 22-23 Projected | FY23-24 Target |
|---|--|----------------|----------------|----------------|--------------------|----------------|
|  Result | 60% of Medicaid eligible pregnant women enrolled in WIC. | 49%            | 41%            | 60%            | Not Measured       | 60%            |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:**

1. Home Visiting : OARs 333-006-0000 through 333-006-0170, ORS 431.413, ORS 431.131, ORS 431.141, and ORS 431.144
2. WIC: ORS 431.413, ORS 431.131, ORS 431.141, and ORS 431.144
3. Immunization Services: ORS 433.269



**400402-Access to Preventative Health**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>134,454</b>     | -                  | <b>23,817</b>                | <b>99,545</b>                     | <b>53,122</b>     | <b>29,305</b>                  | <b>123%</b>                      |
| Taxes   | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 2,277,352          | 2,498,464          | 2,931,335                    | 3,071,451                         | 2,499,518         | (431,817)                      | -15%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 58,206             | 459,662            | 1,173,285                    | 432,637                           | 1,105,470         | (67,815)                       | -6%                              |
| All Other Revenue Resources                         | 1,800              | 5,408              | -                            | 89,124                            | 118,177           | 118,177                        | -                                |
| Other Interfund Transfers                           | 251,015            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 403,673            | 886,810                      | 508,697                           | 997,352           | 110,542                        | 12%                              |
| <b>Operating Revenue</b>                            | <b>2,588,373</b>   | <b>3,367,207</b>   | <b>4,991,430</b>             | <b>4,101,910</b>                  | <b>4,720,517</b>  | <b>(270,913)</b>               | <b>-5%</b>                       |
| <b>Total Revenue</b>                                | <b>2,722,827</b>   | <b>3,367,207</b>   | <b>5,015,247</b>             | <b>4,201,455</b>                  | <b>4,773,639</b>  | <b>(241,608)</b>               | <b>-5%</b>                       |
| Personnel Services                                  | 1,664,250          | 1,865,464          | 3,007,542                    | 1,949,042                         | 2,932,910         | (74,632)                       | -2%                              |
| Materials and Services                              | 1,082,148          | 1,334,407          | 1,725,118                    | 2,114,793                         | 1,840,729         | 115,611                        | 7%                               |
| Capital Outlay                                      | -                  | -                  | 10,400                       | -                                 | -                 | (10,400)                       | -100%                            |
| <b>Operating Expense</b>                            | <b>2,746,399</b>   | <b>3,199,871</b>   | <b>4,743,060</b>             | <b>4,063,835</b>                  | <b>4,773,639</b>  | <b>30,579</b>                  | <b>1%</b>                        |
| Special Payments                                    | -                  | 67,790             | 272,185                      | 84,498                            | -                 | (272,185)                      | -100%                            |
| <b>Total Expense</b>                                | <b>2,746,399</b>   | <b>3,267,662</b>   | <b>5,015,245</b>             | <b>4,148,333</b>                  | <b>4,773,639</b>  | <b>(241,606)</b>               | <b>-5%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>(23,572)</b>    | <b>99,545</b>      | <b>-</b>                     | <b>53,122</b>                     | <b>-</b>          |                                |                                  |

Notes:  
 •Anticipating more in-person appointments due to demand and federal requirements for Women, Infants, and Children (WIC), both of which will impact revenue generation and travel costs. •Ending the Breastfeeding Peer Counseling program due to changes to the program delivery model and rising costs.



Office of Public Health Emergency Services

**Purpose Statement**

The purpose of the Office of Public Health Emergency Services is to work with local, state and federal partners, to enhance public health emergency preparedness and response efforts. We are responsible for developing an Ambulance Service Area Plan for the county as well as regulatory oversight and ongoing quality improvement initiatives for emergency medical services.

**Performance Narrative Statement**

Emergency Medical Services (EMS) surpassed their target of 90% of response time compliance, achieved every month, for ambulance services providers priority calls.

*In FY23-24, the department's programs were restructured. This change may have resulted in performance measures moving to a different program.*

**Key Performance Measures**

|   |   | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Projected | FY23-24<br>Target |
|---|---|-------------------|-------------------|-------------------|----------------------|-------------------|
|  Result | Achieve a 90% or higher response time every month for emergency medical services providers. | 95%               | 92%               | 90%               | 93%                  | 90%               |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:**

1. All Hazard Preparedness: ORS 431.001-550
2. Emergency Medical Services: ORS 682.017-991
3. Ambulance Cost Savings/Enhancement: ORS 682.017-991.



**400403-Office of Public Health Emergency Services**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>990,211</b>     | <b>1,180,721</b>   | <b>734,546</b>               | <b>911,097</b>                    | <b>979,682</b>    | <b>245,136</b>                 | <b>33%</b>                       |
| Federal, State, Local, All Other Gifts & Donations  | 1,882,068          | 2,071,408          | 253,960                      | 286,879                           | 238,539           | (15,421)                       | -6%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 980,882            | 1,006,069          | 821,420                      | 1,016,936                         | 1,377,306         | 555,886                        | 68%                              |
| All Other Revenue Resources                         | -                  | 2,250              | -                            | 2,259                             | 13,848            | 13,848                         | -                                |
| Other Interfund Transfers                           | 1,035,681          | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 525,928            | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>3,898,631</b>   | <b>3,605,655</b>   | <b>1,075,380</b>             | <b>1,306,074</b>                  | <b>1,629,693</b>  | <b>554,313</b>                 | <b>52%</b>                       |
| <b>Total Revenue</b>                                | <b>4,888,842</b>   | <b>4,786,376</b>   | <b>1,809,926</b>             | <b>2,217,171</b>                  | <b>2,609,375</b>  | <b>799,449</b>                 | <b>44%</b>                       |
| Personnel Services                                  | 1,944,999          | 970,770            | 725,441                      | 316,920                           | 1,370,697         | 645,256                        | 89%                              |
| Materials and Services                              | 1,233,591          | 1,246,640          | 609,465                      | 646,313                           | 868,587           | 259,122                        | 43%                              |
| Capital Outlay                                      | 294,827            | 90,905             | -                            | 63,405                            | 126,810           | 126,810                        | -                                |
| <b>Operating Expense</b>                            | <b>3,473,417</b>   | <b>2,308,315</b>   | <b>1,334,906</b>             | <b>1,026,638</b>                  | <b>2,366,094</b>  | <b>1,031,188</b>               | <b>77%</b>                       |
| Special Payments                                    | 234,662            | 265,152            | 233,740                      | 210,851                           | 243,281           | 9,541                          | 4%                               |
| Contingency   | -                  | -                  | 241,280                      | -                                 | -                 | (241,280)                      | -100%                            |
| <b>Total Expense</b>                                | <b>3,708,079</b>   | <b>2,573,467</b>   | <b>1,809,926</b>             | <b>1,237,490</b>                  | <b>2,609,375</b>  | <b>799,449</b>                 | <b>44%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>1,180,762</b>   | <b>2,212,909</b>   | <b>-</b>                     | <b>979,681</b>                    | <b>-</b>          |                                |                                  |

Notes:  
 •Developing performance-based ambulance service contract for the Clackamas Ambulance Service Area (ASA) and negotiations with American Medical Response (AMR) Northwest.



**Public Health**  
**Environmental Health**

**Purpose Statement**

The purpose of the Environmental Health Program is to provide technical and scientific expertise related to public health and disease prevention from the natural and built world through education and regulation. We investigate food and waterborne illnesses to stop and prevent continued spread. We license and inspect food, recreational lodging, and public pool facilities; regulate small drinking water systems; and provide inspections for childcare and schools. We respond during emergencies to protect the health and safety of the public.

**Performance Narrative Statement**

OHA suspended inspection rate and process standards in 2021 due to the COVID-19 pandemic. Since the COVID emergency declaration was lifted we are back on track to meet our target of 90%. In 2023 we are projected to surpass our target rate of 90%.

**Key Performance Measures**

|  |  | CY 2021 Actual | CY 2022 Actual | CY 2023 Target | FY22-23 Projected | CY 2024 Target |
|--|--|----------------|----------------|----------------|-------------------|----------------|
|  Result  | # inspections completed yearly.  | 1557           | 2859           | N/A            | 3207              | N/A            |
|  Result | % of routine licensed facility inspections completed within a calendar year. | 55%            | 92%            | 90%            | 93%               | 90%            |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:**

1. Environmental Health/Health Inspection: ORS 431, 446, 448, and 624
2. Safe Drinking Water: ORS 431, 448 & Federal SWDA.





Infectious Disease Control and Prevention

**Purpose Statement**

The purpose of the Infectious Disease Control and Prevention Program is to focus on reportable disease surveillance, investigations, and response, as well as oversee disease reporting for medical providers. We partner on vector control and animal bite response. We also provide STI/HIV prevention, education, and investigation.

**Performance Narrative Statement**

By measuring the percentage of early syphilis cases with all three indicators documented (HIV status, pregnancy status, sex of partners), we are looking at how comprehensively members of the IDCP team can complete interviews with syphilis cases, which is a reflection on how well-staffed the IDCP team is to respond to various reportable illnesses. This year, the IDCP team did not meet the 85% target though they appear to be increasing towards the goal.

**Key Performance Measures**

|   |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Projected | FY23-24<br>Target |
|---|--|-------------------|-------------------|-------------------|----------------------|-------------------|
|  Result   | % of syphilis cases with investigative files that contain risk factor information. | 74%               | 81%               | 85%               | 80%                  | 85%               |
|  Result | Rate of gonorrhea incidence per 100,000.   | 104.31            | 88.28             | N/A               | Not Measured         | N/A               |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:**

1. Communicable Disease: ORS 431-433 & 437
2. Tuberculosis Control: ORS 433.006
3. HIV Prevention: OAR 333-022-0210.



**400405-Infectious Disease Control & Prevention**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>2,675,753</b>   | <b>5,314,549</b>   | <b>2,095,246</b>             | <b>2,141,098</b>                  | <b>397,213</b>    | <b>(1,698,033)</b>             | <b>-81%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | 10,278,005         | 8,413,949          | 4,570,421                    | 2,613,026                         | 1,873,765         | (2,696,656)                    | -59%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 34,378             | 13,733             | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | 27,671             | (348)              | 169,740                      | 71,261                            | 12,500            | (157,240)                      | -93%                             |
| Other Interfund Transfers                           | 448,176            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 864,551            | 364,390                      | 640,770                           | 386,341           | 21,951                         | 6%                               |
| <b>Operating Revenue</b>                            | <b>10,788,230</b>  | <b>9,291,886</b>   | <b>5,104,551</b>             | <b>3,325,057</b>                  | <b>2,272,606</b>  | <b>(2,831,945)</b>             | <b>-55%</b>                      |
| <b>Total Revenue</b>                                | <b>13,463,982</b>  | <b>14,606,435</b>  | <b>7,199,797</b>             | <b>5,466,155</b>                  | <b>2,669,819</b>  | <b>(4,529,978)</b>             | <b>-63%</b>                      |
| Personnel Services                                  | 4,508,824          | 6,901,189          | 5,073,690                    | 3,780,491                         | 1,634,813         | (3,438,877)                    | -68%                             |
| Materials and Services                              | 3,577,761          | 5,200,404          | 2,028,917                    | 1,407,599                         | 840,924           | (1,187,993)                    | -59%                             |
| Capital Outlay                                      | -                  | -                  | -                            | 135,000                           | 96,892            | 96,892                         | -                                |
| <b>Operating Expense</b>                            | <b>8,086,584</b>   | <b>12,101,594</b>  | <b>7,102,607</b>             | <b>5,323,090</b>                  | <b>2,572,629</b>  | <b>(4,529,978)</b>             | <b>-64%</b>                      |
| Special Payments                                    | 97,430             | 365,286            | 97,190                       | 97,190                            | 97,190            | -                              | 0%                               |
| <b>Total Expense</b>                                | <b>8,184,015</b>   | <b>12,466,880</b>  | <b>7,199,797</b>             | <b>5,420,280</b>                  | <b>2,669,819</b>  | <b>(4,529,978)</b>             | <b>-63%</b>                      |
| <b>Revenues Less Expenses</b>                       | <b>5,279,967</b>   | <b>2,139,554</b>   | <b>-</b>                     | <b>45,875</b>                     | <b>-</b>          |                                |                                  |

Notes:  
 •Funding to support COVID communicable disease work is decreasing due to the end of pandemic emergency declarations. CCPH is still statutorily required to respond to COVID-19 and less general fund affects the ability to respond to all reportable diseases. •The TriCounty Health Officer program is facing staffing changes. Coverage for essential HO services may require new reimbursement contracts with other physicians to ensure 24/7 coverage.



**Purpose Statement**

The Purpose of the Center for Population Health is to lead the division’s work on equity, policy, data, quality improvement and partnerships. Our work is collaborative by nature, and we often work across program areas in Public Health and other divisions in Health, Housing & Human Services (H3S).

**Performance Narrative Statement**

The smoking rate performance measure is reported out every two years in December by the Oregon Health Authority. We anticipate new data in December of 2023.

The Opioid prescription per 1,000 performance measure is reported through the State of Oregon. We anticipate new data in first quarter for FY 2023.

**Key Performance Measures**

|        |   | FY20-21 Actual | FY21-22 Actual | FY22-23 Target | FY22-23 Projected | FY23-24 Target |
|--------|---|----------------|----------------|----------------|-------------------|----------------|
| Result | Opioid prescription fills per 1,000 residents will decrease to 155.     | 163.9          | 151.9          | 155            | Not Measured      | 155            |
| Result | 11th grade tobacco use (including e-cigarettes) will be reduced to 20%. | Not Measured   | Not Measured   | 20%            | Not Measured      | 20%            |

Program includes:

|                   |                                     |
|-------------------|-------------------------------------|
| Mandated Services | <input checked="" type="checkbox"/> |
| Shared Services   | <input checked="" type="checkbox"/> |
| Grant Funding     | <input checked="" type="checkbox"/> |

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:**

1. CHIP - Blue Print: ORS 431.001-550
2. Public Health Modernization: ORS 431.001-550
3. Tobacco Program: ORS 431.001-550



**400406-The Center for Population Health**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>190,812</b>     | <b>377,685</b>     | <b>767,678</b>               | <b>1,573,455</b>                  | <b>2,411,052</b>  | <b>1,643,374</b>               | <b>214%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | 571,630            | 760,656            | 4,040,351                    | 5,258,839                         | 3,243,920         | (796,431)                      | -20%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 55,959             | 54,865             | 199,200                      | -                                 | 92,582            | (106,618)                      | -54%                             |
| All Other Revenue Resources                         | -                  | 11,170             | -                            | 4,396                             | -                 | -                              | -                                |
| Other Interfund Transfers                           | 248,505            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 44,362             | 841,010                      | 1,008,303                         | 291,217           | (549,793)                      | -65%                             |
| <b>Operating Revenue</b>                            | <b>876,094</b>     | <b>871,053</b>     | <b>5,080,561</b>             | <b>6,271,538</b>                  | <b>3,627,719</b>  | <b>(1,452,842)</b>             | <b>-29%</b>                      |
| <b>Total Revenue</b>                                | <b>1,066,907</b>   | <b>1,248,738</b>   | <b>5,848,239</b>             | <b>7,844,992</b>                  | <b>6,038,771</b>  | <b>190,532</b>                 | <b>3%</b>                        |
| Personnel Services                                  | 499,692            | 583,749            | 3,534,434                    | 2,887,004                         | 4,563,000         | 1,028,566                      | 29%                              |
| Materials and Services                              | 189,529            | 393,346            | 1,352,677                    | 1,652,622                         | 1,293,478         | (59,199)                       | -4%                              |
| Capital Outlay                                      | -                  | -                  | 100,660                      | -                                 | -                 | (100,660)                      | -100%                            |
| <b>Operating Expense</b>                            | <b>689,222</b>     | <b>977,095</b>     | <b>4,987,771</b>             | <b>4,539,626</b>                  | <b>5,856,478</b>  | <b>868,707</b>                 | <b>17%</b>                       |
| Special Payments                                    | -                  | -                  | 860,469                      | 847,707                           | 182,293           | (678,176)                      | -79%                             |
| <b>Total Expense</b>                                | <b>689,222</b>     | <b>977,095</b>     | <b>5,848,240</b>             | <b>5,387,333</b>                  | <b>6,038,771</b>  | <b>190,531</b>                 | <b>3%</b>                        |
| <b>Revenues Less Expenses</b>                       | <b>377,685</b>     | <b>271,643</b>     | <b>-</b>                     | <b>2,457,660</b>                  | <b>-</b>          |                                |                                  |

Notes:  
 • Limited staff capacity and dedicated funds focused on implementation of community health improvement plan priorities, which reduces our ability to leverage future regional, state and federal funds and meet existing OHA funding requirements.



**Public Health  
Vital Statistics**

**Purpose Statement**

The purpose of the Vital Statistics Program is to provide birth and death certificate services to families and funeral homes so they can establish their identification or settle an estate. These services adhere to Oregon law requiring all vital events such as birth and death to be permanently recorded and registered.

**Performance Narrative Statement**

Vital Records processed 3820 DCs in FY 21-22, increased from FY 20-21 that had 3344. Despite having significant increases year over year, the front office staff has been able to consistently maintain above the 95% same day goal.

**Key Performance Measures**

|   |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Projected | FY23-24<br>Target |
|---|--|-------------------|-------------------|-------------------|----------------------|-------------------|
|  Result | 95% of death certificates processed same day received (within 24 hours). | 97 %              | 96%               | 95%               | 98%                  | 95%               |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

Explanation

**Mandated Services:**

1. Vital Statistics: OHA/ORS 432.035 & OAR 333-011-0340





**Purpose Statement**

The purpose of the Health Centers Administration Program is to provide leadership and direction, policy development, contract and grant coordination, quality management, budget control, fiscal oversight, medical billing, medical records management, and personnel support services to Health Center's management and staff so they can provide high quality and affordable health care to the County's most vulnerable residents.

**Performance Narrative**

The Administration Program has a budget of \$24,846,633. These resources allow us to provide centralized administrative management services across all service areas of the Health Centers Division and to support operations and future projects through a reserve and contingency fund.

Clackamas Health Centers regularly surveys patients and clients on their experience of care, interactions with staff, and respect for their culture. This measure displays the percentage of people who respond 'Good' or 'Excellent' to the question 'Overall, how would you rate your most recent experience'.

**Key Performance Measure**

|        |  | CY 2020 Actual | CY 2021 Actual | CY 2022 Target | CY2022 Actuals as of 12/31/22 | CY 2023 Target |
|--------|--|----------------|----------------|----------------|-------------------------------|----------------|
| RESULT | % of Patients who report overall satisfaction when surveyed. | 90%            | 92%            | 90%            | 91%                           | 90%            |

Program includes:

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

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

Explanation

HRSA330-GY20: 05/01/2023-04/30/2024 = \$2,531,320 (Health Resources and Service Administration)  
 SAMHSA: Zero Suicide: 09/30/2022-09/29/2023 = \$72,120 (Substance Abuse and Mental Health Services Administration)



**400501-Health Centers Administration**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget  | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|--------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>17,059,200</b>  | <b>17,453,766</b>  | <b>11,842,567</b>            | <b>16,308,015</b>                 | <b>16,771,886</b>  | <b>4,929,319</b>               | <b>42%</b>                       |
| Taxes   | -                  | -                  | -                            | -                                 | -                  | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 2,791,624          | 3,717,003          | 3,129,890                    | 3,621,824                         | 2,707,540          | (422,350)                      | -13%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 2,436,526          | 2,201,797          | 2,767,914                    | 4,017,038                         | 3,880,920          | 1,113,006                      | 40%                              |
| Revenue from Bonds & Other Debts                    | 45,963             | 45,963             | 45,970                       | 45,963                            | 45,960             | (10)                           | 0%                               |
| All Other Revenue Resources                         | 189,983            | 124,839            | 161,000                      | 148,261                           | 149,000            | (12,000)                       | -7%                              |
| Other Interfund Transfers                           | 518,909            | -                  | -                            | -                                 | -                  | -                              | -                                |
| General Fund Support                                | -                  | 496,039            | -                            | -                                 | 52,510             | 52,510                         | -                                |
| <b>Operating Revenue</b>                            | <b>5,983,004</b>   | <b>6,585,641</b>   | <b>6,104,774</b>             | <b>7,833,086</b>                  | <b>6,835,930</b>   | <b>731,156</b>                 | <b>12%</b>                       |
| <b>Total Revenue</b>                                | <b>23,042,204</b>  | <b>24,039,407</b>  | <b>17,947,341</b>            | <b>24,141,101</b>                 | <b>23,607,816</b>  | <b>5,660,475</b>               | <b>32%</b>                       |
| Personnel Services                                  | 3,910,009          | 4,477,987          | 4,605,829                    | 4,399,717                         | 5,282,369          | 676,540                        | 15%                              |
| Materials and Services                              | 2,454,992          | 2,749,692          | 2,257,166                    | 2,862,663                         | 2,675,290          | 418,124                        | 19%                              |
| Capital Outlay                                      | 486,035            | 4,614,526          | -                            | 812,367                           | -                  | -                              | -                                |
| <b>Operating Expense</b>                            | <b>6,851,036</b>   | <b>11,842,205</b>  | <b>6,862,995</b>             | <b>8,074,747</b>                  | <b>7,957,659</b>   | <b>1,094,664</b>               | <b>16%</b>                       |
| Special Payments                                    | 2,736              | -                  | -                            | -                                 | -                  | -                              | -                                |
| Contingency   | -                  | -                  | 11,842,567                   | -                                 | 16,771,886         | 4,929,319                      | 42%                              |
| <b>Total Expense</b>                                | <b>6,853,772</b>   | <b>11,842,205</b>  | <b>18,705,562</b>            | <b>8,074,747</b>                  | <b>24,729,545</b>  | <b>6,023,983</b>               | <b>32%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>16,188,431</b>  | <b>12,197,203</b>  | <b>(758,221)</b>             | <b>16,066,354</b>                 | <b>(1,121,729)</b> |                                |                                  |

Notes:  
 A new Health Centers Director will be hired in late FY2022-23 following the previous Director's retirement in FY2021-22.



**Purpose Statement**

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

**Performance Narrative**

The Primary Care Program provides comprehensive health services at three primary care clinics. These resources allow us to provide comprehensive health services to our patients focusing on the treatment and improvement of the physical and mental health of each patient.

As the seventh leading cause of death in the U.S., diabetes kills approximately 83,600 people a year (according to the American Diabetes Association, 2017). This measure displays the percentage of patients 18-75 years of age seen at Clackamas Health Centers with a diagnosis of diabetes who had blood sugar in the controlled range (hemoglobin A1c > 9.0%) during the measurement period. To improve this measure in the coming year, Clackamas Health Centers is engaging in an expanded focus on care for chronic conditions as a response to the COVID-19 pandemic subsides.

**Key Performance Measure**

|        |   | FY 20-21 Actual | FY 21-22 Actual | CY 2022 Target | FY 22-23 Actuals as of 12/31/22 | CY 2023 Target |
|--------|---|-----------------|-----------------|----------------|---------------------------------|----------------|
| RESULT | Percent of patients with Diabetes with blood sugar levels under control. <sup>1</sup> | 78%             | 67%             | 72.5%          | 73%                             | 75.0%          |
| OUTPUT | Number of primary care visits.  | 44,299          | 44,578          | -              | 21,304                          | -              |

<sup>1</sup> Actual targets are set by Oregon Health Authority on a calendar year basis.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

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

Explanation

SAMHSA: Zero Suicide: 09/30/2022-09/29/2023 = \$69,550 (Substance Abuse and Mental Health Services Administration)



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 3,661,808          | 2,684,021          | 1,876,910                    | 2,547,959                         | 2,091,850         | 214,940                        | 11%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 9,168,991          | 9,923,467          | 9,611,700                    | 9,398,555                         | 11,079,680        | 1,467,980                      | 15%                              |
| All Other Revenue Resources                         | 8,660              | 11,545             | 13,650                       | 13,747                            | 13,650            | -                              | 0%                               |
| <b>Operating Revenue</b>                            | <b>12,839,458</b>  | <b>12,619,033</b>  | <b>11,502,260</b>            | <b>11,960,261</b>                 | <b>13,185,180</b> | <b>1,682,920</b>               | <b>15%</b>                       |
| <b>Total Revenue</b>                                | <b>12,839,458</b>  | <b>12,619,033</b>  | <b>11,502,260</b>            | <b>11,960,261</b>                 | <b>13,185,180</b> | <b>1,682,920</b>               | <b>15%</b>                       |
| Personnel Services                                  | 9,494,712          | 10,029,157         | 11,613,947                   | 10,554,370                        | 12,327,509        | 713,562                        | 6%                               |
| Materials and Services                              | 3,416,256          | 3,446,518          | 3,002,002                    | 3,829,548                         | 3,504,457         | 502,455                        | 17%                              |
| Capital Outlay                                      | 3,909              | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>12,914,876</b>  | <b>13,475,676</b>  | <b>14,615,949</b>            | <b>14,383,918</b>                 | <b>15,831,966</b> | <b>1,216,017</b>               | <b>8%</b>                        |
| <b>Total Expense</b>                                | <b>12,914,876</b>  | <b>13,475,676</b>  | <b>14,615,949</b>            | <b>14,383,918</b>                 | <b>15,831,966</b> | <b>1,216,017</b>               | <b>8%</b>                        |
| <b>Revenues Less Expenses</b>                       | (75,418)           | (856,643)          | (3,113,689)                  | (2,423,657)                       | (2,646,786)       |                                |                                  |

Notes:

During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends.



Gladstone Pediatric Clinic and School-Based Health Centers

**Purpose Statement**

The purpose of the Gladstone Pediatric Clinic and School-Based Health Centers Program is to provide quality, evidence-based pediatric care, to children and teens in order to support and promote their optimal health, growth, and development.

**Performance Narrative**

The Gladstone Pediatric Clinic and School-Based Health Centers Program provide comprehensive health services at one pediatric primary care clinic and three school-based health centers. These resources allow us to provide comprehensive health services to our patients focusing on the treatment and improvement of the physical and mental health of each patient.

Immunizations are one of the greatest public health achievements, preventing tens of thousands of deaths, millions of cases of disease, and saving billions of dollars per decade. Immunizations are a safe, effective way to protect children from disease, including some cancers, as well as hospitalization, disability, and death. It is especially important during a pandemic or other public health emergency to maintain routine immunizations to prevent further outbreaks. Clackamas Health Centers focuses on this key measure through patient outreach, patient education, and emphasis on providing immunizations by key benchmarks in child development.

**Key Performance Measure**

|        |  | FY 20-21 Actual | FY 21-22 Actual | CY 2022 Target | FY 22-23 Actuals as of 12/31/22 | CY 2023 Target |
|--------|--|-----------------|-----------------|----------------|---------------------------------|----------------|
| RESULT | Percent of child patients (age 2 and younger) will have complete immunizations. <sup>1</sup> | 78%             | 67%             | 71.1%          | 55%                             | 68.0%          |
| OUTPUT | Number of primary care visits.   | 6,256           | 9,860           | -              | 4,591                           |                |

<sup>1</sup> Actual targets are set by Oregon Health Authority on a calendar year basis.

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation



**400503-Gladstone Pediatric Clinic & School-Based Health Centers**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget  | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|--------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | -                  | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 677,849            | 398,422            | 694,373                      | 663,088                           | 180,620            | (513,753)                      | -74%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 2,095,077          | 2,454,703          | 3,459,077                    | 2,413,261                         | 3,397,760          | (61,317)                       | -2%                              |
| All Other Revenue Resources                         | -                  | 355,000            | -                            | -                                 | -                  | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>2,772,926</b>   | <b>3,208,124</b>   | <b>4,153,450</b>             | <b>3,076,349</b>                  | <b>3,578,380</b>   | <b>(575,070)</b>               | <b>-14%</b>                      |
| <b>Total Revenue</b>                                | <b>2,772,926</b>   | <b>3,208,124</b>   | <b>4,153,450</b>             | <b>3,076,349</b>                  | <b>3,578,380</b>   | <b>(575,070)</b>               | <b>-14%</b>                      |
| Personnel Services                                  | 2,669,963          | 2,940,754          | 3,877,751                    | 3,619,014                         | 4,315,648          | 437,897                        | 11%                              |
| Materials and Services                              | 533,782            | 626,111            | 597,008                      | 646,411                           | 727,202            | 130,194                        | 22%                              |
| Capital Outlay                                      | -                  | 16,425             | -                            | -                                 | -                  | -                              | -                                |
| <b>Operating Expense</b>                            | <b>3,203,745</b>   | <b>3,583,290</b>   | <b>4,474,759</b>             | <b>4,265,425</b>                  | <b>5,042,850</b>   | <b>568,091</b>                 | <b>13%</b>                       |
| <b>Total Expense</b>                                | <b>3,203,745</b>   | <b>3,583,290</b>   | <b>4,474,759</b>             | <b>4,265,425</b>                  | <b>5,042,850</b>   | <b>568,091</b>                 | <b>13%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>(430,819)</b>   | <b>(375,166)</b>   | <b>(321,309)</b>             | <b>(1,189,076)</b>                | <b>(1,464,470)</b> |                                |                                  |

Notes:

During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends.



**Purpose Statement**

The purpose of the Dental Program is to provide dental health care services to people with limited access to dental services so they can experience a transition from urgent care to restoring oral wellness and improved dental health.

**Performance Narrative**

The Dental Program provides comprehensive dental services at three dental clinics with a focus on treating and improving the oral health of each patient. In FY 21-22, the Dental Program expanded to provide dental services to clients in Sandy.

Poor oral health has been linked to chronic pain, lost school days, and avoidable visits to the emergency department. Oral health can also affect speech, nutrition, growth and function, and social development. Ensuring all children have access to dental health care during these formative years is important to their overall health and quality of life. By adding Pediatric Dental, and through deliberate focus, Clackamas Health Centers has made great strides in ensuring children seen within our Dental program receive preventative care services.

**Key Performance Measures**

|        |   | FY 20-21<br>Actual | FY 21-22<br>Actual | CY 2022<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | CY 2023<br>Target |
|--------|---|--------------------|--------------------|-------------------|---------------------------------------|-------------------|
| RESULT | Percent of children (age 1-14) seen at Dental Health Centers receiving preventative dental services. <sup>1</sup> | 26.0%              | 96.0%              | 43.1%             | 78.0%                                 | 55.0%             |
| OUTPUT | Number of dental visits.  | 16,162             | 18,989             | -                 | 9,668                                 | -                 |

<sup>1</sup> Actual targets are set by Oregon Health Authority on a calendar year basis.

Program includes:

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

Explain all "Yes" boxes below

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

Explanation



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>82,477</b>      | <b>1,458</b>       | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 1,406,040          | 1,599,365          | 1,571,783                    | 1,999,463                         | 405,390           | (1,166,393)                    | -74%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 3,536,160          | 4,647,891          | 5,752,000                    | 4,858,989                         | 5,245,600         | (506,400)                      | -9%                              |
| <b>Operating Revenue</b>                            | <b>4,942,201</b>   | <b>6,247,255</b>   | <b>7,323,783</b>             | <b>6,858,452</b>                  | <b>5,650,990</b>  | <b>(1,672,793)</b>             | <b>-23%</b>                      |
| <b>Total Revenue</b>                                | <b>5,024,678</b>   | <b>6,248,713</b>   | <b>7,323,783</b>             | <b>6,858,452</b>                  | <b>5,650,990</b>  | <b>(1,672,793)</b>             | <b>-23%</b>                      |
| Personnel Services                                  | 3,971,859          | 3,953,295          | 5,606,962                    | 4,649,137                         | 5,642,090         | 35,128                         | 1%                               |
| Materials and Services                              | 1,090,875          | 1,242,833          | 1,218,238                    | 1,401,769                         | 1,310,441         | 92,203                         | 8%                               |
| Capital Outlay                                      | 5,985              | 267,483            | -                            | 6,282                             | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>5,068,719</b>   | <b>5,463,610</b>   | <b>6,825,200</b>             | <b>6,057,188</b>                  | <b>6,952,531</b>  | <b>127,331</b>                 | <b>2%</b>                        |
| <b>Total Expense</b>                                | <b>5,068,719</b>   | <b>5,463,610</b>   | <b>6,825,200</b>             | <b>6,057,188</b>                  | <b>6,952,531</b>  | <b>127,331</b>                 | <b>2%</b>                        |

**Revenues Less Expenses** (44,041) 785,103 498,583 801,264 (1,301,541)

Notes:  
 During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends.



# Health Centers

## Behavioral Health Clinic

### Purpose Statement

The purpose of the Behavioral Health Clinic Program is to provide specialized behavioral health services to clients and prospective clients diagnosed with mental health or substance use disorders so they can experience reduced mental distress and achieve their individual goals.

### Performance Narrative

The Behavioral Health Program provides comprehensive health services at three behavioral health clinics. These resources allow the program to provide a variety of mental health and addiction treatment services to children, adolescents, adults, and their families.

As part of the H3S Zero Suicide initiative Clackamas Health Centers is committed to suicide prevention in health and behavioral health care systems, and also a specific set of tools and strategies. Including assessment of suicide risk for all clients over age 12. Data shows the percentage of clients that were screened during an assessment or an annual re-assessment. Suicide is one of the leading causes of death in Oregon.

### Key Performance Measure

|        |  | FY 20-21<br>Actual | FY 21-22<br>Actual | CY 2022<br>Target | FY 22-23<br>Actuals as of<br>12/31/22 | CY 2023<br>Target |
|--------|--|--------------------|--------------------|-------------------|---------------------------------------|-------------------|
| RESULT | Percent of clients 12 and older screened for suicide risk at their initial and/or annual assessment and as clinically needed. <sup>1</sup> | 85%                | 76%                | 65%               | 76%                                   | 61%               |
| OUTPUT | Number of client visits.   | 57,324             | 66,907             | -                 | 30,315                                | -                 |

<sup>1</sup> Actual targets are set by Oregon Health Authority on a calendar year basis.

Program includes:

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

Explain all "Yes" boxes below

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

Explanation

- CJC: Mental Health Court Grant: 07/01/2023-06/30/2024 = \$128,900 (Criminal Justice Commission)
- CJC: Adult Drug Court Grant: 07/01/2023-06/30/2024 = \$102,130 (Criminal Justice Commission)
- CJC:DUII Court Grant: 07/01/2023-06/30/2024 = \$35,593 (Criminal Justice Commission)
- BJA: Adult Drug Grant: 07/01/2023-09/29/30 = \$56,860 (Bureau of Justice Assistance)



400505-Behavioral Health Clinics

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>177,768</b>     | <b>17,645</b>      | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations  | 960,056            | 661,094            | 559,728                      | 1,275,217                         | 459,480           | (100,248)                      | -18%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 15,856,469         | 19,664,160         | 21,305,401                   | 19,462,918                        | 25,939,350        | 4,633,949                      | 22%                              |
| All Other Revenue Resources                         | 5,218              | 5,178              | 7,580                        | 5,872                             | 7,580             | -                              | 0%                               |
| <b>Operating Revenue</b>                            | <b>16,821,743</b>  | <b>20,330,432</b>  | <b>21,872,709</b>            | <b>20,744,007</b>                 | <b>26,406,410</b> | <b>4,533,701</b>               | <b>21%</b>                       |
| <b>Total Revenue</b>                                | <b>16,999,511</b>  | <b>20,348,077</b>  | <b>21,872,709</b>            | <b>20,744,007</b>                 | <b>26,406,410</b> | <b>4,533,701</b>               | <b>21%</b>                       |
| Personnel Services                                  | 11,831,466         | 12,509,579         | 14,703,065                   | 13,556,214                        | 16,093,278        | 1,390,213                      | 9%                               |
| Materials and Services                              | 3,333,330          | 3,280,970          | 3,475,009                    | 3,670,792                         | 3,778,606         | 303,597                        | 9%                               |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                            | <b>15,164,796</b>  | <b>15,790,548</b>  | <b>18,178,074</b>            | <b>17,227,006</b>                 | <b>19,871,884</b> | <b>1,693,810</b>               | <b>9%</b>                        |
| <b>Total Expense</b>                                | <b>15,164,796</b>  | <b>15,790,548</b>  | <b>18,178,074</b>            | <b>17,227,006</b>                 | <b>19,871,884</b> | <b>1,693,810</b>               | <b>9%</b>                        |
| <b>Revenues Less Expenses</b>                       | <b>1,834,715</b>   | <b>4,557,529</b>   | <b>3,694,635</b>             | <b>3,517,001</b>                  | <b>6,534,526</b>  |                                |                                  |

Notes:

During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends. In FY2023-24 the majority of Health Centers' behavioral health services will transition from a temporary location on the Red Soils campus to a permanent location.



# Behavioral Health

## Behavioral Health Administration

### Purpose Statement

The purpose of the Behavioral Health Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, and personnel support services to Behavioral Health management and staff so they can provide continual access to behavioral health care that matches the needs of Clackamas County residents.

### Performance Narrative Statement

The Behavioral Health Administration Program has a budget of \$6,249,016. Administrative services is focused on high quality customer service, both internally and externally. By meeting results, they ensure that critical mental health and substance use services are not disrupted due to contract lapses or revenue delays.

### Key Performance Measures

|   |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|--|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result | Percent of customers reporting satisfied or highly satisfied with the service(s) they receive from Administration Program. | 91%               | 100%              | 90%               | 92%                | 90%                |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY23 budget: January 1, 2023–December 31, 2023, and January 1, 2024–December 31, 2024. There are no matching requirements.



**400601-Behavioral Health Administration**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>3,688,109</b>   | <b>2,583,073</b>   | <b>2,037,524</b>             | <b>2,683,703</b>                  | <b>1,415,742</b>  | <b>(621,782)</b>               | <b>-31%</b>                      |
| Federal, State, Local, All Other Gifts & Donations  | 3,092,445          | 4,057,955          | 3,277,530                    | 3,666,333                         | 3,456,868         | 179,338                        | 5%                               |
| Charges, Fees, License, Permits, Fines, Assessments | 947,794            | 629,125            | 934,920                      | 613,164                           | 1,053,311         | 118,391                        | 13%                              |
| All Other Revenue Resources                         | 153,957            | 12,015             | 11,100                       | -                                 | -                 | (11,100)                       | -100%                            |
| Other Interfund Transfers                           | 267,677            | -                  | 303,430                      | -                                 | -                 | (303,430)                      | -100%                            |
| General Fund Support                                | -                  | 394,549            | 451,640                      | 195,251                           | 323,095           | (128,545)                      | -28%                             |
| <b>Operating Revenue</b>                            | <b>4,461,873</b>   | <b>5,093,644</b>   | <b>4,978,620</b>             | <b>4,474,748</b>                  | <b>4,833,274</b>  | <b>(145,346)</b>               | <b>-3%</b>                       |
| <b>Total Revenue</b>                                | <b>8,149,982</b>   | <b>7,676,717</b>   | <b>7,016,144</b>             | <b>7,158,451</b>                  | <b>6,249,016</b>  | <b>(767,128)</b>               | <b>-11%</b>                      |
| Personnel Services                                  | 2,634,269          | 2,461,272          | 3,086,476                    | 2,699,579                         | 3,349,863         | 263,387                        | 9%                               |
| Materials and Services                              | 2,744,719          | 1,895,399          | 3,132,624                    | 2,641,301                         | 2,306,761         | (825,863)                      | -26%                             |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 263,289           | 263,289                        | -                                |
| <b>Operating Expense</b>                            | <b>5,378,988</b>   | <b>4,356,671</b>   | <b>6,219,100</b>             | <b>5,340,880</b>                  | <b>5,919,913</b>  | <b>(299,187)</b>               | <b>-5%</b>                       |
| Contingency   | -                  | -                  | 604,831                      | -                                 | 329,103           | (275,728)                      | -46%                             |
| <b>Total Expense</b>                                | <b>5,378,988</b>   | <b>4,356,671</b>   | <b>6,823,931</b>             | <b>5,340,880</b>                  | <b>6,249,016</b>  | <b>(574,915)</b>               | <b>-8%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>2,770,994</b>   | <b>3,320,046</b>   | <b>192,213</b>               | <b>1,817,571</b>                  | <b>-</b>          |                                |                                  |

Notes:

The County Financial Assistance Agreement (CFAA) with the Oregon Health Authority was extended by only 6 month for 2023 due to renegotiations with OHA on contract funding. We have received half of the 2022 annual funding for the 6 month contract with a few service elements seeing an increase in revenue to support mobile crisis expansion. This contract ensures behavioral health services are provided to uninsured individuals living in Clackamas County and those involved in the legal system.



# Behavioral Health

## Behavioral Health System of Care

### Purpose Statement

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

### Performance Narrative Statement

The Behavioral Health System of Care has a budget of \$9,529,437. We continue to have a high response rate to individuals calling the customer service line seeking assistance with most individuals receiving assistance when they call. We have cross-trained staff at two locations to help assist with call volume during higher periods of calls to ensure a high response rate.

### Key Performance Measures

|   |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|--|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result | By 2025, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need. | 90%               | 99%               | 95%               | 100%               | 95%                |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation                      The System of Care programs are funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP).

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY24 budget: July 1, 2023–December 31, 2023 and January 1, 2024–June 30, 2024. There are no matching requirements.



400602- Behavioral Health System of Care

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>1,683,706</b>   | <b>1,196,330</b>   | <b>1,047,600</b>             | <b>1,444,165</b>                  | <b>1,415,434</b>  | <b>367,834</b>                 | <b>35%</b>                       |
| Federal, State, Local, All Other Gifts & Donations | 5,363,658          | 5,538,732          | 7,389,008                    | 4,650,369                         | 8,067,235         | 678,227                        | 9%                               |
| All Other Revenue Resources                        | 16,453             | 23,627             | 12,900                       | -                                 | -                 | (12,900)                       | -100%                            |
| General Fund Support                               | -                  | -                  | -                            | -                                 | 46,768            | 46,768                         | -                                |
| <b>Operating Revenue</b>                           | <b>5,380,111</b>   | <b>5,562,359</b>   | <b>7,401,908</b>             | <b>4,650,369</b>                  | <b>8,114,003</b>  | <b>712,095</b>                 | <b>10%</b>                       |
| <b>Total Revenue</b>                               | <b>7,063,817</b>   | <b>6,758,689</b>   | <b>8,449,508</b>             | <b>6,094,534</b>                  | <b>9,529,437</b>  | <b>1,079,929</b>               | <b>13%</b>                       |
| Personnel Services                                 | 2,918,125          | 2,919,550          | 3,635,562                    | 3,279,229                         | 3,823,078         | 187,516                        | 5%                               |
| Materials and Services                             | 2,266,962          | 2,105,917          | 2,982,902                    | 1,626,478                         | 3,767,290         | 784,388                        | 26%                              |
| <b>Operating Expense</b>                           | <b>5,185,087</b>   | <b>5,025,467</b>   | <b>6,618,464</b>             | <b>4,905,707</b>                  | <b>7,590,368</b>  | <b>971,904</b>                 | <b>15%</b>                       |
| Special Payments                                   | 742,202            | 643,484            | 1,026,350                    | 658,688                           | 389,254           | (637,096)                      | -62%                             |
| Reserve for Future Expenditures                    | -                  | -                  | -                            | -                                 | 278,318           | 278,318                        | -                                |
| Contingency  | -                  | -                  | 804,694                      | -                                 | 1,271,497         | 466,803                        | 58%                              |
| <b>Total Expense</b>                               | <b>5,927,289</b>   | <b>5,668,951</b>   | <b>8,449,508</b>             | <b>5,564,395</b>                  | <b>9,529,437</b>  | <b>1,079,929</b>               | <b>13%</b>                       |

**Revenues Less Expenses** 1,136,528 1,089,738 - 530,139 -

Notes:  
 Individuals on the Oregon Health Plan receive Intensive Care Coordination with a focus on multi-system involved youth, individuals in and out of the local hospital and individuals in the Oregon State Hospital or higher levels of care. Due to the ongoing demand for this intensive service, the revenue contract was increased to add two more positions to support this work.



# Behavioral Health

## Peer Delivered Services

### Purpose Statement

The purpose of the Peer Delivered Services Program is to provide peer outreach, support, and recovery services to residents of Clackamas County experiencing mental health or addiction issues so they can partner with someone with a similar life experience to advocate for themselves and define and achieve their own recovery goals that lead to an increased quality of life.

### Performance Narrative Statement

The Peer Delivered Services Program has a budget of \$2,446,081. Contracted peer organizations assist individuals with mental health and substance use challenges move through and to recovery. These individuals are positively impacted by the role of peer support specialists and peer recovery mentors.

### Key Performance Measures

|  |        | FY20-21<br>Actual   | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |     |     |
|--|--------|---|-------------------|-------------------|--------------------|--------------------|-----|-----|
|  | Result | Percent of customers feel their quality of life has improved as measured by self-reported survey. |                   | 75%               | 83%                | 80%                | 82% | 80% |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

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

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY24 budget: January 1, 2023–December 31, 2023 and January 1, 2024–December 31, 2024. There are no matching requirements.



400603-Peer Delivered Services

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
Budget Summary

|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>78,979</b>      | <b>14,999</b>      | <b>120,090</b>               | <b>155,476</b>                    | <b>154,978</b>    | <b>34,888</b>                  | <b>29%</b>                       |
| Federal, State, Local, All Other Gifts & Donations  | 2,046,048          | 1,760,704          | 2,063,660                    | 1,739,530                         | 2,311,103         | 247,443                        | 12%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 46,596             | -                  | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                         | -                  | 88                 | 380                          | -                                 | -                 | (380)                          | -100%                            |
| Other Interfund Transfers                           | -                  | -                  | 79,880                       | -                                 | -                 | (79,880)                       | -100%                            |
| <b>Operating Revenue</b>                            | <b>2,092,644</b>   | <b>1,760,793</b>   | <b>2,143,920</b>             | <b>1,739,530</b>                  | <b>2,311,103</b>  | <b>167,183</b>                 | <b>8%</b>                        |
| <b>Total Revenue</b>                                | <b>2,171,623</b>   | <b>1,775,792</b>   | <b>2,264,010</b>             | <b>1,895,006</b>                  | <b>2,466,081</b>  | <b>202,071</b>                 | <b>9%</b>                        |
| Personnel Services                                  | 129,190            | 133,512            | 138,889                      | 133,863                           | 148,576           | 9,687                          | 7%                               |
| Materials and Services                              | 1,600,750          | 1,433,291          | 1,700,040                    | 1,257,834                         | 1,501,407         | (198,633)                      | -12%                             |
| <b>Operating Expense</b>                            | <b>1,729,940</b>   | <b>1,566,802</b>   | <b>1,838,929</b>             | <b>1,391,697</b>                  | <b>1,649,983</b>  | <b>(188,946)</b>               | <b>-10%</b>                      |
| Special Payments                                    | 426,684            | 363,625            | 327,000                      | 312,591                           | 661,120           | 334,120                        | 102%                             |
| Contingency   | -                  | -                  | 98,081                       | -                                 | 154,978           | 56,897                         | 58%                              |
| <b>Total Expense</b>                                | <b>2,156,624</b>   | <b>1,930,428</b>   | <b>2,264,010</b>             | <b>1,704,288</b>                  | <b>2,466,081</b>  | <b>202,071</b>                 | <b>9%</b>                        |
| <b>Revenues Less Expenses</b>                       | <b>14,999</b>      | <b>(154,636)</b>   | <b>-</b>                     | <b>190,718</b>                    | <b>-</b>          |                                |                                  |

Notes:

The budget for peer delivered services will be increasing in FY24 due to a revenue increase by Health Share of Oregon. The goal of the increase is to ensure that contracted peer providers are paying their staff a living wage.



# Behavioral Health

## Prevention & Stigma Reduction

### Purpose Statement

The purpose of the Prevention and Stigma Reduction Program is to provide consultation and education services to the people of Clackamas County so they can participate in and foster a state of positive behavioral health in their lives and in the community

### Performance Narrative Statement

The Prevention and Stigma Reduction Program has a budget of \$709,934. This program continues to focus on community-based training to help address mental health stigma and provide community members basic tools to help an individual who may be experiencing mental health distress.

### Key Performance Measures

|   |   | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|---|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result | Percent of Get Trained to Help participants report taking action(s) they could not otherwise taken. | 72%               | 78%               | 70%               | N/A                | 70%                |

<sup>1</sup> Due to the small sample size, this measure is reported annually and values are not available at this point in FY.

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

|             |  |
|-------------|--|
| Explanation | <p>The Peer program is partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement (CMHP) and the remainder from Health Share of Oregon (Medicaid).</p> <p>CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY24 budget: January 1, 2023–December 31, 2023 and January 1, 2024–December 31, 2024. There are no matching requirements.</p> |
|-------------|--|



400604-Prevention & Stigma Reduction

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | 122,769            | 260,124            | 127,400                      | 164,942                           | 192,971           | 65,571                         | 51%                              |
| Federal, State, Local, All Other Gifts & Donations | 674,254            | 451,783            | 472,550                      | 380,636                           | 515,703           | 43,153                         | 9%                               |
| All Other Revenue Resources                        | 1,032              | 2,693              | 800                          | -                                 | 1,260             | 460                            | 58%                              |
| <b>Operating Revenue</b>                           | <b>675,286</b>     | <b>454,475</b>     | <b>473,350</b>               | <b>380,636</b>                    | <b>516,963</b>    | <b>43,613</b>                  | <b>9%</b>                        |
| <b>Total Revenue</b>                               | <b>798,055</b>     | <b>714,599</b>     | <b>600,750</b>               | <b>545,578</b>                    | <b>709,934</b>    | <b>109,184</b>                 | <b>18%</b>                       |
| Personnel Services                                 | 244,908            | 254,721            | 275,365                      | 270,192                           | 310,226           | 34,861                         | 13%                              |
| Materials and Services                             | 241,351            | 94,872             | 203,260                      | 29,661                            | 206,737           | 3,477                          | 2%                               |
| <b>Operating Expense</b>                           | <b>486,259</b>     | <b>349,593</b>     | <b>478,625</b>               | <b>299,853</b>                    | <b>516,963</b>    | <b>38,338</b>                  | <b>8%</b>                        |
| Transfers  | 50,000             | -                  | -                            | -                                 | -                 | -                              | -                                |
| Contingency  | -                  | -                  | 122,126                      | -                                 | 192,971           | 70,845                         | 58%                              |
| <b>Total Expense</b>                               | <b>536,259</b>     | <b>349,593</b>     | <b>600,751</b>               | <b>299,853</b>                    | <b>709,934</b>    | <b>109,183</b>                 | <b>18%</b>                       |
| <b>Revenues Less Expenses</b>                      | 261,797            | 365,006            | -                            | 245,725                           | -                 |                                |                                  |

Notes:  
 No significant changes. Clackamas County Behavioral Health continues to support Get Trained to Help, providing free mental health awareness trainings to anyone who lives or works in Clackamas County. We also table or provide materials regarding the 24/7 Crisis and Support Line at many local events.



# Behavioral Health Safety Net Services

## Purpose Statement

The purpose of the Safety Net Services Program is to provide low barrier and timely trauma informed crisis, safety net, and monitoring services to individuals with a high level of behavioral health need and risk so they can connect with community supports and services, reduce their reliance on higher levels of care, and remain safely in the community

## Performance Narrative Statement

The Safety Net Services program has a budget of \$9,306,627. Funding allows for FTE to provide discharge planning from the county jail, a community outreach team to address individuals in the community coming to the attention of law enforcement prior to arrest, and staffing for the urgent mental health walk-in clinic providing supports to avoid arrest or unnecessary hospitalization. In addition, this funding addresses contractually required elements including the requirement to provide 24-7 mobile crisis to individuals experiencing a mental health crisis in the community within one hour of the request and 24-7 crisis line response to any resident of the community.

## Key Performance Measures

|  |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|--|--|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result | Percent of Medicaid or uninsured patients that do not get readmitted to a hospital within 30 days. | 87%               | 88%               | 85%               | 75%                | 85%                |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

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

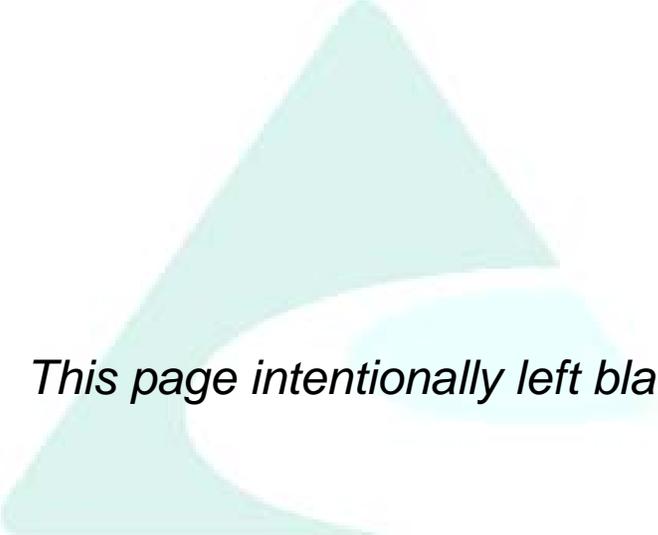
CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY23 budget: January 1, 2023–December 31, 2023 and January 1, 2024–December 31, 2024. There are no matching requirements.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>813,857</b>     | <b>1,183,033</b>   | <b>1,040,173</b>             | <b>1,215,361</b>                  | <b>1,751,843</b>  | <b>711,670</b>                 | <b>68%</b>                       |
| Federal, State, Local, All Other Gifts & Donations  | 4,793,137          | 4,515,508          | 6,017,428                    | 5,455,532                         | 6,827,417         | 809,989                        | 13%                              |
| Charges, Fees, License, Permits, Fines, Assessments | 201,742            | 161,872            | 681,900                      | 141,156                           | 544,341           | (137,559)                      | -20%                             |
| All Other Revenue Resources                         | -                  | 2,915              | 13,080                       | -                                 | 1,000             | (12,080)                       | -92%                             |
| Other Interfund Transfers                           | 409,103            | -                  | -                            | -                                 | -                 | -                              | -                                |
| General Fund Support                                | -                  | 317,268            | 370,890                      | 50,255                            | 182,026           | (188,864)                      | -51%                             |
| <b>Operating Revenue</b>                            | <b>5,403,983</b>   | <b>4,997,563</b>   | <b>7,083,298</b>             | <b>5,646,943</b>                  | <b>7,554,784</b>  | <b>471,486</b>                 | <b>7%</b>                        |
| <b>Total Revenue</b>                                | <b>6,217,840</b>   | <b>6,180,596</b>   | <b>8,123,471</b>             | <b>6,862,304</b>                  | <b>9,306,627</b>  | <b>1,183,156</b>               | <b>15%</b>                       |
| Personnel Services                                  | 3,730,970          | 3,878,551          | 5,249,230                    | 4,096,266                         | 5,301,359         | 52,129                         | 1%                               |
| Materials and Services                              | 1,350,494          | 1,080,534          | 2,070,247                    | 619,223                           | 2,565,895         | 495,648                        | 24%                              |
| Capital Outlay                                      | -                  | 27,920             | 192,213                      | -                                 | -                 | (192,213)                      | -100%                            |
| <b>Operating Expense</b>                            | <b>5,081,464</b>   | <b>4,987,005</b>   | <b>7,511,690</b>             | <b>4,715,489</b>                  | <b>7,867,254</b>  | <b>355,564</b>                 | <b>5%</b>                        |
| Special Payments                                    | 83,134             | 13,070             | -                            | -                                 | -                 | -                              | -                                |
| Contingency   | -                  | -                  | 803,993                      | -                                 | 1,439,373         | 635,380                        | 79%                              |
| <b>Total Expense</b>                                | <b>5,164,597</b>   | <b>5,000,075</b>   | <b>8,315,683</b>             | <b>4,715,489</b>                  | <b>9,306,627</b>  | <b>990,944</b>                 | <b>12%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>1,053,242</b>   | <b>1,180,521</b>   | <b>(192,212)</b>             | <b>2,146,815</b>                  | <b>-</b>          |                                |                                  |

Notes:

A reduction in County General Funds will have a direct impact on our most vulnerable clients, since the majority of these funds are used by the crisis clinic to support those who are uninsured, not accessing treatment elsewhere, and may be houseless. As well, the reduction in stable funding will increase BHDs reliance on other, less certain sources of revenue, while also contributing to insecurity among program staff.



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**CLACKAMAS**  
C O U N T Y



|                        | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| Beginning Fund Balance | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Operating Revenue      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>   | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Materials and Services | -                  | 137,028            | -                            | -                                 | -                 | -                              | -                                |
| Operating Expense      | -                  | 137,028            | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>   | -                  | 137,028            | -                            | -                                 | -                 | -                              | -                                |
| Revenues Less Expenses | -                  | (137,028)          | -                            | -                                 | -                 | -                              | -                                |

Notes:



# Housing and Community Development Division

## Administration and Operations

### Purpose Statement

The purpose of the Administration and Operations program is to provide leadership, strategic direction, and support to the Housing and Community Development Division by working with internal and external parties in the successful development and implementation of homeless services in Clackamas County.

### Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

### Key Performance Measures

|   |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|--|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result  | % of invoices and interfunds processed and sent to Finance for payment within 30 days of receipt.                                      | N/A               | N/A               | N/A               | N/A                | 80%                |
|  Result | % of contractors and service providers indicate on a survey that they are satisfied with the timeliness of payment processing by HCDD. | N/A               | N/A               | N/A               | N/A                | 85%                |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  No

Explain all "Yes" boxes below

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

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



4007-Housing & Community Development

400701-Administration & Operations

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | 33,451,407        | 33,451,407                     | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | -                  | 6,265,819                    | 34,582,329                        | 2,455,743         | (3,810,076)                    | -61%                             |
| All Other Revenue Resources                        | -                  | -                  | -                            | -                                 | 363,332           | 363,332                        | -                                |
| General Fund Support                               | -                  | -                  | -                            | -                                 | 19,280            | 19,280                         | -                                |
| <b>Operating Revenue</b>                           | -                  | -                  | <b>6,265,819</b>             | <b>34,582,329</b>                 | <b>2,838,355</b>  | <b>(3,427,464)</b>             | <b>-55%</b>                      |
| <b>Total Revenue</b>                               | -                  | -                  | <b>6,265,819</b>             | <b>34,582,329</b>                 | <b>36,289,762</b> | <b>30,023,943</b>              | <b>479%</b>                      |
| Personnel Services                                 | -                  | -                  | 2,291,882                    | 792,561                           | 2,411,219         | 119,337                        | 5%                               |
| Materials and Services                             | -                  | -                  | 753,937                      | 290,561                           | 22,440,415        | 21,686,478                     | 2876%                            |
| <b>Operating Expense</b>                           | -                  | -                  | <b>3,045,819</b>             | <b>1,083,122</b>                  | <b>24,851,634</b> | <b>21,805,815</b>              | <b>716%</b>                      |
| Special Payments                                   | -                  | -                  | -                            | 47,800                            | 119,280           | 119,280                        | -                                |
| Reserve for Future Expenditures                    | -                  | -                  | 100,000                      | -                                 | 9,055,078         | 8,955,078                      | 8955%                            |
| Contingency  | -                  | -                  | 3,120,000                    | -                                 | 2,263,770         | (856,230)                      | -27%                             |
| <b>Total Expense</b>                               | -                  | -                  | <b>6,265,819</b>             | <b>1,130,922</b>                  | <b>36,289,762</b> | <b>30,023,943</b>              | <b>479%</b>                      |
| <b>Revenues Less Expenses</b>                      | -                  | -                  | -                            | 33,451,407                        | -                 |                                |                                  |

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



# Housing and Community Development Division

## System Support and Coordination

### Purpose Statement

The purpose of the System Support and Coordination program is to provide support and guidance for the development and implementation of equity-focused, data-driven housing and homeless services and capacity building through analytics, tracking and reporting outcomes, policy and planning work, and regional coordination.

### Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

### Key Performance Measures

|   |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|--|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result   | % of live calls answered by Coordinated Housing Access   | N/A               | N/A               | N/A               | N/A                | 75%                |
|  Result | % of callers indicate in a survey that they are satisfied with the services received from CHA staff. | N/A               | N/A               | N/A               | N/A                | 85%                |

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation                      2% of the program's grant funding is from US Department of Housing and Urban Development, the Continuum of Care (CoC) Planning Grant and CoC Homeless Management Information System (HMIS) Grant.



4007-Housing & Community Development

400702-System Support & Coordination

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | 5,356,862         | 5,356,862                      | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | -                  | 2,454,418                    | 7,234,267                         | 4,365,006         | 1,910,588                      | 78%                              |
| <b>Operating Revenue</b>                           | -                  | -                  | <b>2,454,418</b>             | <b>7,234,267</b>                  | <b>4,365,006</b>  | <b>1,910,588</b>               | <b>78%</b>                       |
| <b>Total Revenue</b>                               | -                  | -                  | <b>2,454,418</b>             | <b>7,234,267</b>                  | <b>9,721,868</b>  | <b>7,267,450</b>               | <b>296%</b>                      |
| Personnel Services                                 | -                  | -                  | 740,884                      | 491,019                           | 1,744,757         | 1,003,873                      | 135%                             |
| Materials and Services                             | -                  | -                  | 50,000                       | 10,807                            | 1,360,435         | 1,310,435                      | 2621%                            |
| <b>Operating Expense</b>                           | -                  | -                  | <b>790,884</b>               | <b>501,826</b>                    | <b>3,105,192</b>  | <b>2,314,308</b>               | <b>293%</b>                      |
| Special Payments                                   | -                  | -                  | 1,663,534                    | 1,375,579                         | 6,616,676         | 4,953,142                      | 298%                             |
| <b>Total Expense</b>                               | -                  | -                  | <b>2,454,418</b>             | <b>1,877,405</b>                  | <b>9,721,868</b>  | <b>7,267,450</b>               | <b>296%</b>                      |
| <b>Revenues Less Expenses</b>                      | -                  | -                  | -                            | 5,356,862                         | -                 |                                |                                  |

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



# Housing and Community Development Division

## Community Preservation

### Purpose Statement

The purpose of Community Preservation is to support the development and preservation of affordable housing, promote neighborhood revitalization, and invest in public works, community facilities, and public services projects to support low- and moderate-income residents so they have healthy, safe, stable housing and live in neighborhoods with equitable access to public facilities and services.

### Performance Narrative Statement

While the Community Preservation program is part of the new Housing & Community Development Division, approved performance measure exist because it is a combination of the county's existing Community Development and Weatherization Services programs. The budget for this program generally continues current service funding levels. These resources allow the program to serve low- and moderate-income households, contribute to affordable housing projects and preserve affordable housing, invest in public services, and support neighborhood stabilization to ensure safe, healthy, and secure individuals and communities.

### Key Performance Measures

|        |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target                                   | FY22-23<br>Actuals   | FY 23-24<br>Target |
|--------|--|-------------------|-------------------|---|----------------------|--------------------|
| Result | <b>Community Development Programs</b><br>Number of homes rehabilitated (rehab loan, accessibility grant, critical home repair) | 33                | 58                | 60  | 33 YTD               | 60                 |
| Result | <b>Weatherization Services</b><br>Annual average reduction in energy costs per household (percent and amount)                  | 31%<br>\$791      | 29%<br>\$784      | funder requires<br>12% reduction of<br>energy costs | 29% YTD<br>\$830 YTD | 12%                |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  Yes

Explain all "Yes" boxes below

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

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

**Explanation** Community Development programs are funded by US Department of Housing and Urban Development, which allocates funding each year after submission of the Community Development 5-Year Consolidated Plan and subsequent Annual Action Plans. The allocation includes Community Development Block Grant funding, HOME Investment Partnership Program funding, and Emergency Solutions Grant (ESG) funding. There is a minimum of 25% match requirement for HOME funds and 100% match requirement for ESG funds.

Low-income home weatherization funds are contacted by Oregon Housing & Community Services on a biennial basis, and include allocations from the US Department of Energy, Bonneville Power Administration, Portland General Electric, and US Department of Health & Human Services. Weatherization also receives funding from Northwest Natural Gas in the form of rebates for gas homes served. There is no match requirement for these funds.



400703-Community Preservation

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

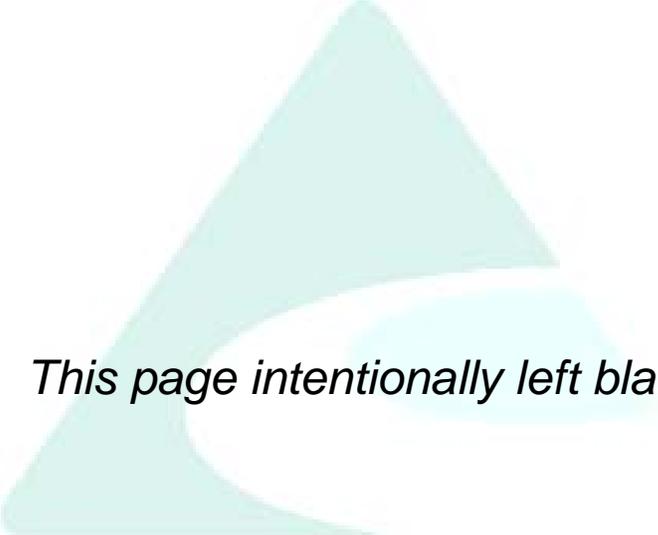
|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Requested<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|--------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | -                  | -                  | -                            | -                                 | 141,256                        | 141,256                        | -                                |
| Federal, State, Local, All Other Gifts & Donations  | -                  | -                  | -                            | -                                 | 15,510,529                     | 15,510,529                     | -                                |
| Charges, Fees, License, Permits, Fines, Assessments | -                  | -                  | -                            | -                                 | 50,000                         | 50,000                         | -                                |
| Revenue from Bonds & Other Debts                    | -                  | -                  | -                            | -                                 | 260,000                        | 260,000                        | -                                |
| All Other Revenue Resources                         | -                  | -                  | -                            | -                                 | 750,000                        | 750,000                        | -                                |
| <b>Operating Revenue</b>                            | -                  | -                  | -                            | -                                 | <b>16,570,529</b>              | <b>16,570,529</b>              | -                                |
| <b>Total Revenue</b>                                | -                  | -                  | -                            | -                                 | <b>16,711,785</b>              | <b>16,711,785</b>              | -                                |
| Personnel Services                                  | -                  | -                  | -                            | -                                 | 3,143,516                      | 3,143,516                      | -                                |
| Materials and Services                              | -                  | -                  | -                            | -                                 | 11,890,800                     | 11,890,800                     | -                                |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 200,000                        | 200,000                        | -                                |
| <b>Operating Expense</b>                            | -                  | -                  | -                            | -                                 | <b>15,234,316</b>              | <b>15,234,316</b>              | -                                |
| Special Payments                                    | -                  | -                  | -                            | -                                 | 1,477,469                      | 1,477,469                      | -                                |
| <b>Total Expense</b>                                | -                  | -                  | -                            | -                                 | <b>16,711,785</b>              | <b>16,711,785</b>              | -                                |

Revenues Less Expenses

- - - - -

Notes:

A new unit combining Community Development 640202 and Weatherization Programs



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# Housing and Community Development Division

## Outreach and Engagement

### Purpose Statement

The purpose of the Outreach and Engagement program is to provide coordinated, person-centered outreach to assist with directly connecting people experiencing homelessness to services ranging from helping them meet basic needs to housing placement and retention.

### Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

### Key Performance Measures

|   |   | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|---|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result   | % of people on the By-name-list have had at least one service provider contact  | N/A               | N/A               | N/A               | N/A                | 85%                |
|  Result | % of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Outreach and Engagement efforts | N/A               | N/A               | N/A               | N/A                | 85%                |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  No

Explain all "Yes" boxes below

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

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



4007-Housing & Community Development

400704-Outreach & Engagement  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities  
 Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | 200,000           | 200,000                        | -                                |
| Taxes  | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | -                  | 2,665,175                    | 1,798,296                         | 2,477,529         | (187,646)                      | -7%                              |
| Other Interfund Transfers                          | -                  | -                  | 19,000                       | 19,000                            | -                 | (19,000)                       | -100%                            |
| General Fund Support                               | -                  | -                  | 400,000                      | 400,000                           | 203,426           | (196,574)                      | -49%                             |
| <b>Operating Revenue</b>                           | -                  | -                  | <b>3,084,175</b>             | <b>2,217,296</b>                  | <b>2,680,955</b>  | <b>(403,220)</b>               | <b>-13%</b>                      |
| <b>Total Revenue</b>                               | -                  | -                  | <b>3,084,175</b>             | <b>2,217,296</b>                  | <b>2,880,955</b>  | <b>(203,220)</b>               | <b>-7%</b>                       |
| Materials and Services                             | -                  | -                  | -                            | -                                 | 200,000           | 200,000                        | -                                |
| <b>Operating Expense</b>                           | -                  | -                  | -                            | -                                 | <b>200,000</b>    | <b>200,000</b>                 | -                                |
| Special Payments                                   | -                  | -                  | 3,084,175                    | 2,017,296                         | 2,680,955         | (403,220)                      | -13%                             |
| <b>Total Expense</b>                               | -                  | -                  | <b>3,084,175</b>             | <b>2,017,296</b>                  | <b>2,880,955</b>  | <b>(203,220)</b>               | <b>-7%</b>                       |
| <b>Revenues Less Expenses</b>                      | -                  | -                  | -                            | 200,000                           | -                 |                                |                                  |

Notes:  
 This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



# Housing and Community Development Division

## Safety Off The Streets

### Purpose Statement

The purpose of the Safety off the Streets program is to provide a range of short-term transitional housing options, as well as access to critical hygiene and health services, for individuals on a continuum ranging from temporary displacement to chronic homelessness.

### Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

### Key Performance Measures

|  |  | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|--|--|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result  | Average length of stay in shelter  | N/A               | N/A               | N/A               | N/A                | 90 Days            |
|  Result | % of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Shelter services | N/A               | N/A               | N/A               | N/A                | 85%                |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  Yes

Explain all "Yes" boxes below

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

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

Explanation                      The program received \$2.0 million in funding from State of Oregon, Department of Administrative Services for shelter services and infrastructure, hygiene services and homeless outreach.



4007-Housing & Community Development

400705-Safety Off The Streets

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | 1,076,165                    | -                                 | 14,500,000        | 13,423,835                     | 1247%                            |
| Federal, State, Local, All Other Gifts & Donations | -                  | -                  | 21,440,492                   | 18,586,174                        | 9,010,041         | (12,430,451)                   | -58%                             |
| General Fund Support                               | -                  | -                  | 400,000                      | 400,000                           | 558,825           | 158,825                        | 40%                              |
| <b>Operating Revenue</b>                           | -                  | -                  | <b>21,840,492</b>            | <b>18,986,174</b>                 | <b>9,568,866</b>  | <b>(12,271,626)</b>            | <b>-56%</b>                      |
| <b>Total Revenue</b>                               | -                  | -                  | <b>22,916,657</b>            | <b>18,986,174</b>                 | <b>24,068,866</b> | <b>1,152,209</b>               | <b>5%</b>                        |
| Materials and Services                             | -                  | -                  | 1,196,075                    | 2,949,320                         | 12,575,001        | 11,378,926                     | 951%                             |
| Capital Outlay                                     | -                  | -                  | 15,205,090                   | -                                 | -                 | (15,205,090)                   | -100%                            |
| <b>Operating Expense</b>                           | -                  | -                  | <b>16,401,165</b>            | <b>2,949,320</b>                  | <b>12,575,001</b> | <b>(3,826,164)</b>             | <b>-23%</b>                      |
| Special Payments                                   | -                  | -                  | 6,515,492                    | 1,536,854                         | 11,493,865        | 4,978,373                      | 76%                              |
| <b>Total Expense</b>                               | -                  | -                  | <b>22,916,657</b>            | <b>4,486,174</b>                  | <b>24,068,866</b> | <b>1,152,209</b>               | <b>5%</b>                        |

**Revenues Less Expenses** - - - 14,500,000 -

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



# Housing and Community Development Division

## Housing Placement and Retention

### Purpose Statement

The purpose of the Housing Placement and Retention program is to help people gain and/or retain housing, provide supportive services to help with housing stability and connect households at risk of losing housing with diversion and other supportive services.

### Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

### Key Performance Measures

|  |   | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|--|---|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result  | # of households placed into permanent housing   | N/A               | N/A               | N/A               | N/A                | 395                |
|  Result | % of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Housing Navigation services | N/A               | N/A               | N/A               | N/A                | 100%               |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  No

Explain all "Yes" boxes below

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

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



4007-Housing & Community Development

400706-Housing Placement & Retention

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | 525,000           | 525,000                        | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | -                  | 4,335,575                    | 4,860,575                         | 7,484,533         | 3,148,958                      | 73%                              |
| General Fund Support                               | -                  | -                  | 400,000                      | 400,000                           | 736,703           | 336,703                        | 84%                              |
| <b>Operating Revenue</b>                           | -                  | -                  | <b>4,735,575</b>             | <b>5,260,575</b>                  | <b>8,221,236</b>  | <b>3,485,661</b>               | <b>74%</b>                       |
| <b>Total Revenue</b>                               | -                  | -                  | <b>4,735,575</b>             | <b>5,260,575</b>                  | <b>8,746,236</b>  | <b>4,010,661</b>               | <b>85%</b>                       |
| Materials and Services                             | -                  | -                  | 841,937                      | 50                                | 250,000           | (591,937)                      | -70%                             |
| <b>Operating Expense</b>                           | -                  | -                  | <b>841,937</b>               | <b>50</b>                         | <b>250,000</b>    | <b>(591,937)</b>               | <b>-70%</b>                      |
| Special Payments                                   | -                  | -                  | 3,893,638                    | 4,735,525                         | 8,134,439         | 4,240,801                      | 109%                             |
| Transfers  | -                  | -                  | -                            | -                                 | 361,797           | 361,797                        | -                                |
| <b>Total Expense</b>                               | -                  | -                  | <b>4,735,575</b>             | <b>4,735,575</b>                  | <b>8,746,236</b>  | <b>4,010,661</b>               | <b>85%</b>                       |

**Revenues Less Expenses** - - - 525,000 -

Notes:  
 This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



# Housing and Community Development Division

## Supportive Housing

### Purpose Statement

The purpose of the Supportive Housing Services program is to serve individuals who have one or more disabling conditions, who are extremely low income, and who are experiencing long-term homelessness, by connecting them to permanent supportive housing or transitional housing that includes wraparound service supports.

### Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

### Key Performance Measures

|   |   | FY20-21<br>Actual | FY21-22<br>Actual | FY22-23<br>Target | FY22-23<br>Actuals | FY 23-24<br>Target |
|---|---|-------------------|-------------------|-------------------|--------------------|--------------------|
|  Result   | % reduction of people experiencing chronic homelessness on the By Name List.  | N/A               | N/A               | N/A               | N/A                | 30%                |
|  Result | % of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Supportive Housing Case management services | N/A               | N/A               | N/A               | N/A                | 85%                |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  No

Explain all "Yes" boxes below

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

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



4007-Housing & Community Development

400707-Supportive Housing

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | 1,590,000         | 1,590,000                      | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | -                  | 12,288,521                   | 12,857,361                        | 18,945,884        | 6,657,363                      | 54%                              |
| General Fund Support                               | -                  | -                  | -                            | -                                 | 78,925            | 78,925                         | -                                |
| <b>Operating Revenue</b>                           | -                  | -                  | <b>12,288,521</b>            | <b>12,857,361</b>                 | <b>19,024,809</b> | <b>6,736,288</b>               | <b>55%</b>                       |
| <b>Total Revenue</b>                               | -                  | -                  | <b>12,288,521</b>            | <b>12,857,361</b>                 | <b>20,614,809</b> | <b>8,326,288</b>               | <b>68%</b>                       |
| <b>Operating Expense</b>                           | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Special Payments                                   | -                  | -                  | 12,288,521                   | 11,267,361                        | 20,514,809        | 8,226,288                      | 67%                              |
| Transfers  | -                  | -                  | -                            | -                                 | 100,000           | 100,000                        | -                                |
| <b>Total Expense</b>                               | -                  | -                  | <b>12,288,521</b>            | <b>11,267,361</b>                 | <b>20,614,809</b> | <b>8,326,288</b>               | <b>68%</b>                       |
| <b>Revenues Less Expenses</b>                      | -                  | -                  | -                            | 1,590,000                         | -                 |                                |                                  |

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



# **Miscellaneous and Pass-Through**



Misc / Pass-Through (80)

Department Budget Summary by Fund

| Line of Business Name            | Program Name               | FY 23-24             | FY 23-24                 | FY 23-24     | FY 23-24                         | FY 23-24             | FY 23-24                         | FY 23-24     |
|----------------------------------|----------------------------|----------------------|--------------------------|--------------|----------------------------------|----------------------|----------------------------------|--------------|
|                                  |                            | General Fund (100)   | County School Fund (204) | * ARPA (230) | Transient Lodging Tax Fund (255) | Total Budget         | General Fund Support in Budget** | Total FTE    |
| Misc/Pass-Through                | County School Fund         |                      | 642,821                  |              |                                  | 642,821              | -                                | -            |
| Misc/Pass-Through                | Transient Room Tax         |                      |                          |              | 739,230                          | 739,230              | -                                | -            |
| WES (Utilities) Payroll          | WES (Utilities) Payroll    | 17,385,894           |                          | -            |                                  | 17,385,894           | -                                | 117.8        |
| NCPR Payroll                     | NCPRD Payroll              | 7,842,413            |                          | -            |                                  | 7,842,413            | -                                | 40.8         |
| CCDA Payroll                     | Development Agency Payroll | 689,638              |                          |              |                                  | 689,638              | -                                | 4.0          |
| <b>TOTAL</b>                     |                            | <b>25,917,945</b>    | <b>642,821</b>           | <b>-</b>     | <b>739,230</b>                   | <b>27,299,996</b>    | <b>-</b>                         | <b>162.5</b> |
| <b>FY 22-23 Budget (Amended)</b> |                            | <b>\$ 24,748,523</b> | <b>\$ 884,463</b>        | <b>\$ -</b>  | <b>\$ 705,000</b>                | <b>\$ 26,337,986</b> | <b>-</b>                         | <b>160.6</b> |
| <b>\$ Increase (Decrease)</b>    |                            | <b>\$ 1,169,422</b>  | <b>\$ (241,642)</b>      | <b>\$ -</b>  | <b>\$ 34,230</b>                 | <b>\$ 962,010</b>    | <b>-</b>                         | <b>1.9</b>   |
| <b>% Increase (Decrease)</b>     |                            | <b>4.7%</b>          | <b>-27.3%</b>            | <b>-</b>     | <b>4.9%</b>                      | <b>3.7%</b>          | <b>-</b>                         | <b>1.2%</b>  |

The Misc/Pass-Through program pages for the Department of Transportation & Development and Public & Government Affairs are shown in the corresponding budget sections.

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**







**800301-WES (Utilities) Payroll**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | 214,369            | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                        | -                  | (23,144)           | 16,615,075                   | 13,830,000                        | 17,385,894        | 770,819                        | 5%                               |
| <b>Operating Revenue</b>                           | -                  | <b>191,225</b>     | <b>16,615,075</b>            | <b>13,830,000</b>                 | <b>17,385,894</b> | <b>770,819</b>                 | <b>5%</b>                        |
| <b>Total Revenue</b>                               | -                  | <b>191,225</b>     | <b>16,615,075</b>            | <b>13,830,000</b>                 | <b>17,385,894</b> | <b>770,819</b>                 | <b>5%</b>                        |
| Personnel Services                                 | -                  | 2,833,639          | 16,615,075                   | 13,830,000                        | 17,385,894        | 770,819                        | 5%                               |
| Materials and Services                             | -                  | 60                 | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>                           | -                  | <b>2,833,699</b>   | <b>16,615,075</b>            | <b>13,830,000</b>                 | <b>17,385,894</b> | <b>770,819</b>                 | <b>5%</b>                        |
| <b>Total Expense</b>                               | -                  | <b>2,833,699</b>   | <b>16,615,075</b>            | <b>13,830,000</b>                 | <b>17,385,894</b> | <b>770,819</b>                 | <b>5%</b>                        |
| <b>Revenues Less Expenses</b>                      | -                  | (2,642,474)        | -                            | -                                 | -                 | -                              | -                                |

Notes:



**800203-OLD WES (Utilities) Payroll**

BCC Priority Alignment: Not Applicable

**Budget Summary**

|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources   | 13,973,635         | 13,890,495         | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Revenue</b>      | <b>13,973,635</b>  | <b>13,890,495</b>  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Revenue</b>          | <b>13,973,635</b>  | <b>13,890,495</b>  | -                            | -                                 | -                 | -                              | -                                |
| Personnel Services            | 14,144,519         | 11,139,981         | -                            | -                                 | -                 | -                              | -                                |
| <b>Operating Expense</b>      | <b>14,144,519</b>  | <b>11,139,981</b>  | -                            | -                                 | -                 | -                              | -                                |
| <b>Total Expense</b>          | <b>14,144,519</b>  | <b>11,139,981</b>  | -                            | -                                 | -                 | -                              | -                                |
| <b>Revenues Less Expenses</b> | (170,884)          | 2,750,513          | -                            | -                                 | -                 | -                              | -                                |

Notes:



|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| Federal, State, Local, All Other Gifts & Donations | -                  | 40,140             | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                        | -                  | 1,761,083          | 7,485,298                    | 5,909,000                         | 7,842,413         | 357,115                        | 5%                               |
| <b>Operating Revenue</b>                           | -                  | <b>1,801,223</b>   | <b>7,485,298</b>             | <b>5,909,000</b>                  | <b>7,842,413</b>  | <b>357,115</b>                 | <b>5%</b>                        |
| <b>Total Revenue</b>                               | -                  | <b>1,801,223</b>   | <b>7,485,298</b>             | <b>5,909,000</b>                  | <b>7,842,413</b>  | <b>357,115</b>                 | <b>5%</b>                        |
| Personnel Services                                 | -                  | 1,205,879          | 7,485,299                    | 5,909,000                         | 7,842,413         | 357,114                        | 5%                               |
| <b>Operating Expense</b>                           | -                  | <b>1,205,879</b>   | <b>7,485,299</b>             | <b>5,909,000</b>                  | <b>7,842,413</b>  | <b>357,114</b>                 | <b>5%</b>                        |
| <b>Total Expense</b>                               | -                  | <b>1,205,879</b>   | <b>7,485,299</b>             | <b>5,909,000</b>                  | <b>7,842,413</b>  | <b>357,114</b>                 | <b>5%</b>                        |

|                               |   |         |   |   |   |  |  |
|-------------------------------|---|---------|---|---|---|--|--|
| <b>Revenues Less Expenses</b> | - | 595,344 | - | - | - |  |  |
| Notes:                        |   |         |   |   |   |  |  |





**800501-Development Agency Payroll**  
 BCC Priority Alignment: Accountable Government  
 Budget Summary

|                               | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|-------------------------------|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b> | -                  | -                  | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources   | -                  | 99,225             | 648,150                      | 496,000                           | 689,638           | 41,488                         | 6%                               |
| <b>Operating Revenue</b>      | -                  | <b>99,225</b>      | <b>648,150</b>               | <b>496,000</b>                    | <b>689,638</b>    | <b>41,488</b>                  | <b>6%</b>                        |
| <b>Total Revenue</b>          | -                  | <b>99,225</b>      | <b>648,150</b>               | <b>496,000</b>                    | <b>689,638</b>    | <b>41,488</b>                  | <b>6%</b>                        |
| Personnel Services            | -                  | 99,225             | 648,149                      | 496,000                           | 689,638           | 41,489                         | 6%                               |
| <b>Operating Expense</b>      | -                  | <b>99,225</b>      | <b>648,149</b>               | <b>496,000</b>                    | <b>689,638</b>    | <b>41,489</b>                  | <b>6%</b>                        |
| <b>Total Expense</b>          | -                  | <b>99,225</b>      | <b>648,149</b>               | <b>496,000</b>                    | <b>689,638</b>    | <b>41,489</b>                  | <b>6%</b>                        |

Revenues Less Expenses

- - - - -

Notes:





## **Non - Departmental**



# Non Departmental (00)

## Department Budget Summary by Fund

| <i>Line of business Name</i>     | <i>Program Name</i> | FY 23-24<br>General Fund<br>(100) | FY 23-24<br>Special Grants<br>Fund (230) | FY 23-24<br>Clackamas<br>County Debt<br>Service (320) | FY 23-24<br>Clackamas<br>County Debt<br>Service - GO (321) | FY 23-24<br>Total<br>Budget | FY 23-24<br>General Fund<br>Support in<br>Budget** | FY 23-24<br>Total FTE |
|----------------------------------|---------------------|-----------------------------------|--|---|--|-----------------------------|--|-----------------------|
| Non Departmental                 | Non Departmental    | 241,569,994                       | 7,121                                    |   |  | 241,577,115                 | -  |                       |
| Debt                             | FFC Bonds           |                                   |  | 9,463,300   |  | 9,463,300                   | 5,062,980  |                       |
| Debt                             | GO Debt             |                                   |  |   | 5,581,400  | 5,581,400                   | -  |                       |
|                                  |                     | \$ 241,569,994                    | \$ 7,121                                 | \$ 9,463,300  | \$ 5,581,400   | \$ 256,621,815              | \$ 5,062,980                                       | -                     |
| <b>FY 22-23 Budget (Amended)</b> |                     | \$ 225,737,265                    | \$ 38,457,225                            | \$ 9,429,440  | \$ 5,435,830   | \$ 279,059,760              | \$ 4,897,990                                       |                       |
| <b>\$ Increase (Decrease)</b>    |                     | \$ 15,832,729                     | \$ (38,450,104)                          | \$ 33,860   | \$ 145,570   | \$ (22,437,945)             | \$ 164,990   | -                     |
| <b>% Increase (Decrease)</b>     |                     | 7.0%                              | -100.0%                                  | 0.4%  | 2.7%   | -8.0%                       | 3.4%   |                       |

\*ARPA funding is disbursed to departments from Fund 230 Non-Departmental.

\*\*General Fund Support is the subsidy, net of any other revenue received by the department.



|   | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget  | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|---|--------------------|--------------------|------------------------------|-----------------------------------|--------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                       | <b>58,226,597</b>  | <b>75,440,410</b>  | <b>73,995,555</b>            | <b>76,924,760</b>                 | <b>77,537,770</b>  | <b>3,542,215</b>               | <b>5%</b>                        |
| Taxes   | 140,368,670        | 144,681,203        | 150,947,359                  | 150,140,000                       | 155,936,480        | 4,989,121                      | 3%                               |
| Federal, State, Local, All Other Gifts & Donations  | 6,363,458          | 5,436,568          | 38,693,656                   | 5,041,621                         | 5,156,000          | (33,537,656)                   | -87%                             |
| Charges, Fees, License, Permits, Fines, Assessments | 24,925             | 39,578             | 16,000                       | 18,182                            | 13,000             | (3,000)                        | -19%                             |
| Revenue from Bonds & Other Debts                    | 1,292,098          | -                  | -                            | -                                 | -                  | -                              | -                                |
| All Other Revenue Resources                         | 429,520            | (675,687)          | 541,920                      | 2,869,164                         | 2,933,865          | 2,391,945                      | 441%                             |
| Other Interfund Transfers                           | 4,105,886          | -                  | -                            | -                                 | -                  | -                              | -                                |
| <b>Operating Revenue</b>                            | <b>152,584,557</b> | <b>149,481,663</b> | <b>190,198,935</b>           | <b>158,068,967</b>                | <b>164,039,345</b> | <b>(26,159,590)</b>            | <b>-14%</b>                      |
| <b>Total Revenue</b>                                | <b>210,811,153</b> | <b>224,922,072</b> | <b>264,194,490</b>           | <b>234,993,727</b>                | <b>241,577,115</b> | <b>(22,617,375)</b>            | <b>-9%</b>                       |
| Personnel Services                                  | -                  | -                  | 4,700,000                    | 4,700,000                         | -                  | (4,700,000)                    | -100%                            |
| Materials and Services                              | 7,249,411          | 6,121,691          | 17,908,160                   | 5,340,240                         | 815,635            | (17,092,525)                   | -95%                             |
| Capital Outlay                                      | -                  | -                  | -                            | -                                 | 250,000            | 250,000                        | -                                |
| <b>Operating Expense</b>                            | <b>7,249,411</b>   | <b>6,121,691</b>   | <b>22,608,160</b>            | <b>10,040,240</b>                 | <b>1,065,635</b>   | <b>(21,542,525)</b>            | <b>-95%</b>                      |
| Debt Service  | 495,217            | -                  | -                            | -                                 | -                  | -                              | -                                |
| Special Payments                                    | 8,212,252          | 6,069,427          | 12,927,655                   | -                                 | 1,586,173          | (11,341,482)                   | -88%                             |
| Transfers   | 111,288,204        | 139,367,494        | 169,711,315                  | 149,236,370                       | 156,643,575        | (13,067,740)                   | -8%                              |
| Reserve for Future Expenditures                     | -                  | -                  | 25,000,000                   | -                                 | 27,000,000         | 2,000,000                      | 8%                               |
| Contingency   | -                  | -                  | 20,761,418                   | -                                 | 26,586,174         | 5,824,756                      | 28%                              |
| Unappropriated Ending Fund Balance                  | -                  | -                  | 13,185,947                   | -                                 | 28,695,558         | 15,509,611                     | 118%                             |
| <b>Total Expense</b>                                | <b>127,245,084</b> | <b>151,558,612</b> | <b>264,194,495</b>           | <b>159,276,610</b>                | <b>241,577,115</b> | <b>(22,617,380)</b>            | <b>-9%</b>                       |
| <b>Revenues Less Expenses</b>                       | <b>83,566,070</b>  | <b>73,363,460</b>  | <b>-</b>                     | <b>75,717,117</b>                 | <b>-</b>           |                                |                                  |

Notes:





|  | FY20-21<br>Actuals | FY21-22<br>Actuals | FY22-23<br>Amended<br>Budget | FY22-23<br>Projected Year-<br>End | FY23-24<br>Budget | Change from<br>Prior Yr Budget | % Change from<br>Prior Yr Budget |
|--|--------------------|--------------------|------------------------------|-----------------------------------|-------------------|--------------------------------|----------------------------------|
| <b>Beginning Fund Balance</b>                      | <b>150,212</b>     | <b>215,307</b>     | <b>282,707</b>               | <b>304,796</b>                    | <b>233,700</b>    | <b>(49,007)</b>                | <b>-17%</b>                      |
| Taxes  | 5,175,553          | 5,366,492          | 5,148,623                    | 5,350,240                         | 5,343,800         | 195,177                        | 4%                               |
| Federal, State, Local, All Other Gifts & Donations | 3,866              | 1,714              | -                            | -                                 | -                 | -                              | -                                |
| All Other Revenue Resources                        | 2,751              | 10,858             | 4,500                        | 14,494                            | 3,900             | (600)                          | -13%                             |
| <b>Operating Revenue</b>                           | <b>5,182,170</b>   | <b>5,379,064</b>   | <b>5,153,123</b>             | <b>5,364,734</b>                  | <b>5,347,700</b>  | <b>194,577</b>                 | <b>4%</b>                        |
| <b>Total Revenue</b>                               | <b>5,332,382</b>   | <b>5,594,371</b>   | <b>5,435,830</b>             | <b>5,669,530</b>                  | <b>5,581,400</b>  | <b>145,570</b>                 | <b>3%</b>                        |
| Debt Service                                       | 5,117,075          | 5,289,575          | 5,435,830                    | 5,435,830                         | 5,581,400         | 145,570                        | 3%                               |
| <b>Total Expense</b>                               | <b>5,117,075</b>   | <b>5,289,575</b>   | <b>5,435,830</b>             | <b>5,435,830</b>                  | <b>5,581,400</b>  | <b>145,570</b>                 | <b>3%</b>                        |
| <b>Revenues Less Expenses</b>                      | <b>215,307</b>     | <b>304,796</b>     | <b>-</b>                     | <b>233,700</b>                    | <b>-</b>          |                                |                                  |

Notes:



### OVERVIEW

Capital improvement planning is a financial management technique that looks beyond year-to-year budgeting to determine what future capital improvements and major acquisitions should be undertaken. Although a capital project may encompass multiple budget years, Oregon Budget Law requires that each fiscal year's anticipated project expenses be budgeted during that year.

Capital planning is the responsibility of each department within the County. While many departments have minimal capital expenditure, a few routinely purchase or build major assets for the County and its citizens. Departments requiring capital assets must establish a project to identify the need for the expenditure. This in turn guides future capital budgeting efforts. Equally important, it helps staff gauge the adequacy of current funding sources and whether new and additional sources must be found, or standards lowered. The Transportation and Development Department has the most progressive plan, with a 20-year projection of infrastructure needs within the County including cost estimates.

In the 1992-93 fiscal year, the Board of County Commissioners created a Transportation System Development Charge to work in conjunction with building permits. Fees are assessed on new construction and the proceeds are used to fund projects whose purpose is to alleviate traffic problems created by growth. Oregon statutes outline the steps, including the requirement for a comprehensive Capital Improvement Plan (CIP), which must be in place to implement this type of fee structure. The Board of County Commissioners adopted the necessary long-range Capital Improvement Plan in early 1993 to comply with state requirements and updated the plan most recently in 2021.

Clackamas County's budget classifies operating costs into major spending categories such as Personal Services and Materials & Services. The operating budget contains those expenses required for day-to-day service to the citizens. These are appropriated for one year only and are generally expected to recur regularly. Thus the year-to-year fluctuations in the operating budget are expected to be fairly minor. The budget will reflect changes in the cost of doing business, the size of County operations and population, and the types and levels of service being provided. Resources for the operating budget generally come from taxes, user fees, service grants, and intergovernmental payments.

Capital projects, on the other hand, are one-time outlays that may encompass several years to the end of a project. Such projects result in the addition of major physical assets to the County. Wide fluctuations from year-to-year are expected in capital improvement budgets depending on the phasing of projects and the availability of construction grants and funds. Resources for the capital project budget generally come from bond sales, grants, and other one-time sources or the accumulation, over time, of sufficient fund balance. Once capital projects or purchases are completed, the operating budget becomes responsible for the daily management and maintenance of the asset. Capital projects budgeted for 2023-24 total \$103.3 million and the more significant ones are detailed in the pages that follow.

Departments planning to begin a capital improvement project prepare a presentation for the Board of County Commissioners. This presentation contains justifications as well as funding sources and future costs of the project. The projects are then approved or rejected by the Board on a case-by-case basis. The current year funding requirement for approved projects is included in the department's annual budget.

Historically, the County has undertaken most capital projects only after funds have been accumulated to pay for them. There are three debt issues associated with capital improvements. In 2003 debt was incurred to finance the construction of a Public Services Building and make improvements to the existing Emergency Operations Center. Both facilities are on County-owned land in the Red Soils area of Oregon City. The new

building brought together services previously located throughout the County in one convenient location for the public. Funds previously spent on office space leases are being used for debt service. In 2004 the County issued debt to purchase the Public Safety Training Center from Clackamas Community College. These two issues were refunded in 2012 to reduce interest costs over the remaining life of the debts. Currently, \$11,195,000 is outstanding for these facilities.

In 2007, bonds were issued to finance the construction of a second office building on the Red Soils campus to continue the consolidation of County facilities at a convenient location for residents along with other improvements including a public plaza, central utility plant, and underground conduits and road improvements to accommodate increased traffic flow. This debt was refunded in 2018, also to reduce interest expenses. The principal balance for this project is \$12,750,000. Finally, bonds were issued in 2009 -10 to finance remodeling and other updates to facilities for use by the Sheriff's Department. The County-owned Brooks Building which is located in the Clackamas area within one-quarter mile of the Sheriff's North Station and the Public Safety Training Center, making it a prime location for law enforcement operations, has been extensively remodeled to accommodate the Sheriff's operations. An evidence processing facility, recently completed, is the final project funded from this issue. The 2009 bond was refunded in 2020 and the outstanding balance of this capital improvement project is \$11,360,000.

In June 2022, The Clackamas County Board of Commissioners approved the construction of a new courthouse at Red Soils Campus in Oregon City, to replace the current courthouse. The Clackamas County Courthouse was built in 1936 to serve approximately 50,000 residents, and it can no longer handle the demands of a population of 430,000 that continues to grow. The courthouse is functionally obsolete, unsafe, and no longer able to meet the needs of Clackamas County. Specifically, the current courthouse faces earthquake risks, safety concerns, security challenges, and delays in justice.

Construction of the courthouse is expected to be completed in 2025 at a total cost of \$313 million – a significant price increase caused by inflation. The Oregon State Legislature committed \$94.5 million for the project in 2021 as part of a program to fund half the project, previously estimated at \$189 million. Clackamas County will continue working with legislators to update the State commitment, while the remaining funds will come from the county. The Board is committed to not raising taxes to pay for the new courthouse, and Clackamas County will live within its means and make appropriate budget reductions to accommodate the debt service for the new courthouse.

### **TRANSPORTATION SYSTEM PLANNING AND PROJECT PROGRAMMING**

Clackamas County is responsible for an extensive transportation network that is part of a larger regional transportation serving the needs of residents, businesses, and travelers in the county. The vast majority of the county road system (96%) is located outside of cities. Approximately 56 miles of county-maintained roads are inside cities, with the largest portion in Happy Valley. The public ownership of roads in Clackamas County is as follows:

City -- 823 miles  
County -- 1,414 miles  
State -- 265 miles

There are also many miles of local access roads, private roads, and forest service roads maintained largely by property owners and the National Forest Service.

The entire county-maintained transportation network encompasses the structures listed below, as well as a substantial system of sidewalks and bike lanes.

|                                |                     |                                 |
|--------------------------------|---------------------|---------------------------------|
| 1,414 miles of road            | 186 bridges         | 179 traffic signals             |
| 723 miles of striped           | 8,421 culverts      | 76 school zone flashers         |
| 2,359 miles of gravel shoulder | 2,135 manholes      | 76 traffic surveillance cameras |
| 67,992 traffic signs           | 10,200 catch basins | 45 miles of fiber optic cable   |
| 115,758 feet of guardrail      | 1 ferry             |                                 |

The major capital improvements needed for the transportation system, including projects needed to increase road capacity, relieve congestion, improve safety, serve new development, support economic growth and provide options for traveling by automobile, are identified within the Clackamas County Transportation System Plan (TSP), which is [Chapter 5](#) of the [County Comprehensive Plan](#). The TSP is updated about every 10 years.

As defined by the TSP, transportation capital projects are primarily located on arterial and collector roads. Similarly, federal transportation funding is only available for capital improvement projects located on roads that are classified as arterials and collectors, with an emphasis on maintaining the operations of the principal arterial system.

## **20-Year Capital Improvement Plan**

The 20-Year CIP was developed and adopted by the Board of County Commissioners (BCC) as a part of the TSP. It is divided into three lists, reflecting the expectation that there will not be enough funding for all projects within the 20-year time frame. The criteria for assigning projects to the lists below can be obtained by contacting Clackamas County Transportation and Development at (503) 742-4400.

**20-Year Projects:** The prioritized list of needed transportation projects that can reasonably be undertaken given the current estimates of available funding

**Preferred Capital Projects:** A second group of needed, prioritized transportation projects the County would undertake if additional funding becomes available during the next 20 years. (Additional funding would include grants that are more suitable for specific projects in the Preferred Capital list than in the 20-Year Capital list.)

**Long-Term Capital Projects:** The remainder of the transportation projects needed to meet the county's transportation needs over the next 20 years if funds were available, but not expected to be funded or constructed by the county without acquiring suitable grant funding.

## **5-Year Capital Improvement Program ([5-Year CIP](#))**

The 5-Year CIP is the list of capital projects that are scheduled for construction for the next five years. It reflects the Board of Commissioners' past policy decisions on which capital transportation projects will be constructed. As such, it is the exclusive list of such projects, with costs reasonably expected to exceed \$50,000, that will be pursued, and the mechanism for funding and building transportation capital projects. The 5-Year CIP list contains:

- All projects that have identified or anticipated funding from the following sources over the next five years for the full project or only for preliminary planning and design:
  - 20-Year CIP,
  - Transportation Safety Action Plan (TSAP),
  - Intelligent Transportation System (ITS) Plan,
  - Bridge and culvert review system, and
  - ADA Transition Plan.
- Other projects that emerged through the Transportation Maintenance Work Program or have been identified by Transportation Maintenance as needed emergency repairs
- The capital project work schedule, and
- The funding source for each project to connect transportation planning to the county's capital construction budget.

The Board of Commissioners adopts the 5-Year CIP with the understanding that funds are limited. The 5-Year CIP is the Board's expression of policies, directives, and goals adopted through the transportation system planning process as recommended by county staff. County staff consider, evaluate, and prioritize all known capital transportation projects within county roadways and intersections. Professional expertise and discretion are used to find outside funding (see Funding Sources and Future Projects, below) for the projects, and to use limited Road Funds to maximize public dollars and work towards a safer, more efficient transportation system. Not all known deficiencies can be mitigated due to funding shortages.

The 5-Year CIP is updated periodically to provide a more detailed implementation of the capital project priorities. Policy 5.CC.2 of the TSP directly addresses the need for the updated plan:

*Maintain a current and complete 5-Year Capital Improvement Program (CIP), which contains the programmed transportation projects in priority order, with estimated costs and assigned responsibility for funding. Update and adopt the 5-Year Capital Improvement Program periodically.*

Finally, the 5-Year CIP supports the county's concurrency policy (ZDO Section 1007.09, 1/18/2017), which states that "approval of a development shall be granted only if transportation facilities are adequate or will be made adequate in a timely manner," requiring that the improvements be fully funded in the five-year program and scheduled for construction within three years of land use approval.

## Capital Project Categories

The broadly defined capital project descriptions used in the TSP, the 20-Year CIP, and the 5-Year CIP allow for the development of individual projects within a larger project. These project categories are loosely based on the road user or system that the project benefits or impacts (e.g. bicycle project, pedestrian project, or transit project), as follows:

1. **Upgrade** – Projects that add vehicle capacity to an existing roadway or intersection. This may require reconstructing existing sidewalks and/or bicycle lanes, adding intersection turn lanes, or installing traffic signals. In the 20-year CIP, the upgrade projects are separated into urban and rural, depending on whether they are located inside or outside the Portland Metropolitan Urban Growth Boundary (UGB). Some projects are designated as "new roadways" if an extension or new road is needed to increase capacity or add connectivity.
2. **Bridge/Culverts** – Constructing, replacing, or upgrading a bridge or culvert
3. **Safety** – Projects or studies focused on reducing crashes and/or the risk of crashes, including railroad crossings. The Clackamas County Transportation Safety Action Plan (TSAP) outlines a strategy to build and implement a county-wide safety culture with the ultimate goal of reducing transportation-related injuries and fatalities. The TSAP is being updated and will be completed in 2018. Policy and action items outlined in the plan will achieve the desired goals when implemented; however, successful implementation depends upon several factors, including strong safety leadership at all levels, cohesive safety partnerships, funding, and working together toward a common goal. Success will result in reduced injuries and fatalities on County roadways.

A list of projects that support the TSAP can be found in the Supplemental Information section of this document. To make the needed investments, these projects will have to be matched to a funding source so that they can be programmed into the 5-Year Capital Improvement Program.

4. **Community Road Fund — Safety**: Similar to safety projects, but with funding coming specifically from the Community Road Fund (CRF), which is identified under Local Funding Sources.
5. **Community Road Fund: Congestion** – Projects that specifically address congestion issues along county roadways, financed through the CRF.
6. **Community Road Fund: Strategic Investment** – Projects that support shared county and city initiatives using funding through the CRF.
7. **Active Transportation** – Projects related to pedestrians and bicyclists. Inside the UGB, projects add needed sidewalks, bicycle lanes, or multi-use paths; projects outside the UGB include adding paved shoulders or multi-use paths. There are also more general projects that add needed facilities such as way-finding signage.
8. **Intelligent Transportation Systems (ITS)** – Projects that incorporate treatments such as coordinated signal systems. The Clackamas County ITS Action Plan includes a range of projects that address the needs of the region, grouped into the following categories:
  - Traffic Management and Operations (TMO)
  - Multimodal Operations (MMO)
  - Traveler Information (TI)

- Data Collection and Management (DCM)
- Incident and Emergency Management (IM)
- Maintenance and Construction Management (MCM)

9. **Repairs** – Capital repairs of major damage caused by storms, flooding, landslides, or other natural events that damage portions of the transportation system.
10. **Paving** – Specifically identified paving projects that improve road surfaces.
11. **Community Road Fund: Paving** – Specifically identified paving projects that improve road surfaces financed through the CRF.

**Table A: 5-Year Capital Improvement Program Project List - FY 21/22 - FY 25/26**

| Project Category | Map ID | TSP ID              | Prospectus # | Project Name   | Project Extent                                 | Description   | Funding Source  | Cost Estimate (\$2021) | Anticipated Road Fund Match | FY-21/22 | FY-22/23 | FY-23/24 | FY-24/25 | FY-25/26 |
|------------------|--------|---------------------|--------------|--|--|---|---|------------------------|-----------------------------|----------|----------|----------|----------|----------|
| 1-Upgrade        | CRC 2  | 1034 2008           | DD-25        | Linwood Ave Improvements                                     | Johnson Creek Blvd to Monroe St                | Improve to minor arterial standards; add sidewalks, bicycle lanes and stormwater control  | Tax Increment Financing   | \$6,000,000            | \$0                         | X        | X        |          |          |          |
| 1-Upgrade        | CRC 3  | 1035 1036           | 30324        | Monroe St Improvements                                       | Linwood Ave to Fuller Rd                       | Improve to minor arterial standards; add sidewalks, bicycle lanes and stormwater control. First Phase Project Planning. (Design Phase)                          | Tax Increment Financing   | \$7,500,000            | \$0                         | X        | X        | X        |          |          |
| 2-Bridge/Culvert | SW 4   | NA                  | 22257        | Bear Creek (Canby Marquam Hwy) Bridge Replacement            | On Canby Marquam Hwy near Barnards             | Replace bridge  | Highway Bridge Replacement & Rehab Grant; Road Fund               | \$2,313,800            | \$238,940                   | X        | X        |          |          |          |
| 2-Bridge/Culvert | SW 5   | NA                  | 22276        | Woodcock Ck (Grimm Rd) Bridge Protection                     | Grimm Rd                                       | The existing Grimm Road Bridge over Woodcock Creek is experiencing significant scour and evaluation of repair or replacement is required                        | Road Fund   | \$819,202              | \$489,202                   | X        | X        |          |          |          |
| 2-Bridge/Culvert | SW 11  | NA                  | 22348        | Molalla River (Knights Bridge Rd) Bridge Rehab               | Knights Bridge                                 | Bridge rehab  | Local Bridge Program (LBP); Road Fund                             | \$3,601,086            | \$369,831                   | X        | X        | X        |          |          |
| 2-Bridge/Culvert | DMB 4  | NA                  | 22284        | Badger Creek (Rugg Rd) Culvert                               | Rugg Rd at Badger Creek                        | Replace existing culverts with larger sized, fish friendly culvert or modular bridge  | Road Fund   | \$444,529              | \$444,529                   | X        | X        | X        |          |          |
| 2-Bridge/Culvert | M 1    | 1077                | 22329        | Kellogg Creek Culvert Repair                                 | Thiessen Rd at Aldercrest Ct                   | Replace failing joint in culvert and examine similar joints to prevent future failing, and repair roadway damage  | Road Fund   | \$265,000              | \$265,000                   | X        |          |          |          |          |
| 2-Bridge/Culvert | M 2    | NA                  | 22330        | Clackamas River (Trolley Trail) Bridge Final Design          | Clackamas River at Portland Ave                | Continue work from feasibility study and move onto preliminary and final design phase (once a bridge structure type is recommended)                             | Regional Flexible Fund Allocation (RFFA) Grant; City of Gladstone | \$1,228,000            | \$0                         | X        | X        | X        |          |          |
| 2-Bridge/Culvert | DMB 5  | NA                  | 22349        | Johnson Creek Tributary (Hideaway Ct) Culvert Replacement    | Hideaway Ct at Johnson Creek Tributary         | Replace the culvert under the Hideaway Ct temporary bridge  | Damascus Road Fund  | \$522,000              | \$522,000                   | X        | X        |          |          |          |
| 3-Safety         | DMB 1  | NA                  | 22282        | SE 242nd Ave and SE 222nd Dr RSA Implementation              | OR 212 to County line                          | Implement RSA recommendations   | Damascus Road Fund  | \$592,743              | \$592,743                   | X        |          |          |          |          |
| 3-Safety         | DMB 2  | NA                  | 22279        | 242nd / Borges Realignment                                   | SE 242nd Ave / SE Borges Rd                    | Realign/regrade intersection of SE 242nd & SE Borges Rd   | Damascus Road Fund  | \$592,743              | \$592,743                   | X        | X        |          |          |          |
| 3-Safety         | DMB 6  | NA                  | 22346        | Rugg Rd Landslide Repair                                     | Rugg Rd at Hideaway Ct                         | Construct permanent stabilization measure along Rugg Rd where downhill slope collapsed  | Damascus Road Fund  | \$350,000              | \$350,000                   | X        | X        |          |          |          |
| 3-Safety         | SW 6   | NA                  | 22254        | S Central Point Rd and S New Era Rd Intersection Realignment | Central Point / New Era                        | Changes in traffic control / intersection enhancements  | Road Fund   | \$1,764,922            | \$1,764,922                 | X        |          |          |          |          |
| 3-Safety         | NW 1   | 1087 1090           | 22327        | Stafford Rd Intersection Safety Improvements                 | Stafford Rd & Gage Rd, Stafford Rd & Schatz Rd | Remove excess pavement at intersections of Stafford Rd and Gage Rd, Schatz Rd, Johnson Rd and Childs Rd   | Road Fund   | \$403,142              | \$403,142                   |          | X        | X        | X        |          |
| 3-Safety         | SW 7   | 1097                | TBD          | RSA -Beavercreek Recommendations                             | OC Limits to Ferguson                          | Finish RSA implementation work, primarily shoulder work   | Road Fund   | \$50,000               | \$50,000                    | X        |          |          |          |          |
| 3-Safety         | CRC 4  | 3027                | 22280        | ADA Ramps Project #2: Sunnyside Rd. 132nd Ave - 162nd Ave    | 132nd Ave to 162nd Ave                         | Twelve (12) non-signalized intersections to have curb ramp retrofits, along with twenty-four (24) signalized corners to have signal modifications               | Road Fund   | \$2,053,535            | \$2,053,535                 | X        |          |          |          |          |
| 3-Safety         | CRC 5  | 3027                | 22292        | ADA Ramps Project #3: Sunnyside Rd. 122nd Ave - 132nd Ave    | 122nd Ave to 132nd Ave                         | Sixteen (16) non-signalized intersections to have curb ramp retrofits, along with one (1) signalized corner to have curb ramp upgrades and signal modifications | Road Fund   | \$1,078,437            | \$1,078,437                 | X        |          |          |          |          |
| 3-Safety         | CRC 1  | 2001                | 22319        | 72nd and Luther Intersection Improvements                    | 72nd Ave and Luther Rd                         | Evaluate safety issues at the intersection and identify low to medium cost improvements to reduce the number and severity, of crashes                           | Road Fund   | \$26,860               | \$26,860                    | X        |          |          |          |          |
| 3-Safety         | SW 1   | 1001                | 22272        | Dryland Rd Guardrail   | Dryland Rd                                     | Design and install guardrail and end treatments on 400 ft of Dryland Rd; fund acquisition of right of way   | Road Fund   | \$212,389              | \$188,781                   | X        |          |          |          |          |
| 3-Safety         | C 2    | 1001                | 22285        | Rural Systemic Horizontal Alignment Signs                    | Countywide                                     | Design and install horizontal alignment warning signs   | Road Fund   | \$254,776              | \$254,776                   | X        |          |          |          |          |
| 3-Safety         | C 3    | 1001 1045 1031 1070 | 22271        | ARTS Rural Systemic Safety Countermeasures                   | Countywide                                     | Design and install various safety countermeasures to reduce crashes at 78 rural intersections   | Highway Safety Improvement Program (HSIP); Road Fund              | \$1,790,184            | \$371,766                   | X        | X        |          |          |          |
| 3-Safety         | CRC 6  | 3022                | 22328        | 122nd & Mather Intersection Control Feasibility Study        | 122nd Ave and Mather Rd                        | Feasibility study for at least three potential intersection control scenarios: (1) no-build, (2) roundabout; and (3) traffic signal                             | Road Fund   | \$40,000               | \$40,000                    | X        |          |          |          |          |

**Table A: 5-Year Capital Improvement Program Project List - FY 21/22 - FY 25/26**

| Project Category                            | Map ID | TSP ID         | Prospectus # | Project Name   | Project Extent   | Description  | Funding Source  | Cost Estimate (\$2021) | Anticipated Road Fund Match | FY-21/22 | FY-22/23 | FY-23/24 | FY-24/25 | FY-25/26 |
|---|--------|----------------|--------------|--|--|--|---|------------------------|-----------------------------|----------|----------|----------|----------|----------|
| 3-Safety                                    | C 4    | NA             | 22331        | Guardrail System Upgrades - Systemic                                 | TBD  | Develop priority list of upgrade guardrail needs and complete projects to meet current ODOT and MASH standards   | Road Fund   | \$476,414              | \$476,414                   | X        | X        | X        | X        |          |
| 3-Safety                                    | CW 1   | NA             | 22332        | Recessed Reflectorized Pavement Markings                             | Arndt from Airport to Arndt (1.55mi); Arndt from Arndt to Barlow (0.4 mi); Barlow from Knights Bridge to Hwy 211 (8.9mi); Canby-Marquam from Canby city limits to Hwy 211 (6.7mi); Springwater Road from Hwy 224 to Hayden Rd(10.4 mi); Hayden Rd from Springwater to Hwy 211 (1.2 mi); Amsigger from Hwy 225 to Kelso Rd (2.4mi); Richey from Amsigger to Hwy 212 (0.8), Wilsonville Rd from City of Wilsonville to County line (4.5mi) | Installation of recessed reflectorized centerline buttons on about 40 miles of major arterial roads that are not scheduled to be paved in the next 5 years | Road Fund   | \$279,100              | \$279,100                   | X        | X        | X        | X        |          |
| 3-Safety                                    | CW 2   | 1048 1087      | 22337        | Radar Sign Project   | Stafford Rd and 282nd Ave  | Design and construction of six radar speed feedback signs  | Road Fund   | \$279,669              | \$279,669                   | X        |          |          |          |          |
| 4-Community Road Fund: Safety               | CRC 7  | 1028           | 22345        | SE Johnson Creek Blvd at 79th Place - 82nd Ave                       | Johnson Creek Blvd at 79th Pl  | Add a signal at the intersection of Johnson Creek Blvd and 79th Pl and install median  | Community Road Fund (CRF)                             | \$2,485,420            | \$162,641                   | X        | X        | X        | X        |          |
| 4-Community Road Fund: Safety               | East 3 | 2016           | 22323        | 282nd & Haley Intersection Safety Improvements                       | 282nd Ave and Haley Rd   | Evaluate safety issues at the intersection and identify low to medium cost improvements to reduce the number and severity, of crashes                      | Community Road Fund (CRF)                             | \$27,249               | \$0                         | X        |          |          |          |          |
| 4-Community Road Fund: Safety               | East 5 | NA             | 22338        | Bluff/327th Intersection Enhancements                                | Bluff Rd at 327th Ave  | Rechannelize to provide lower speeds on movements onto and off Bluff Rd using signs, pavement markings and delineation, and pavement removal               | Community Road Fund (CRF)                             | \$180,317              | \$0                         | X        | X        |          |          |          |
| 4-Community Road Fund: Safety               | CRC 8  | 1027           | 22340        | Johnson Creek Blvd at 74th Safety Enhancements                       | Johnson Creek Blvd at 74th Ave   | Provide safety enhancements at intersection using pavement markings, signs and delineation   | Community Road Fund (CRF)                             | \$12,860               | \$0                         | X        |          |          |          |          |
| 4-Community Road Fund: Safety               | CRC 9  | NA             | 22341        | King Road at 66th Intersection Safety Enhancements                   | King Road at 66th Ave  | Provide additional signs and pavement parking at intersection  | Community Road Fund (CRF)                             | \$13,860               | \$0                         | X        |          |          |          |          |
| 4-Community Road Fund: Safety               | CRC 10 | 1027 3016      | 22299        | Johnson Creek Blvd (82nd Ave to End County Maintenance) Improvements | Johnson Creek Blvd from 82nd Ave to Multnomah Co. line   | Widen roadway to three lanes, add sidewalks and bicycle lanes, replace non-ADA compliant curb ramps  | Community Road Fund (CRF)                             | \$13,775,563           | \$6,949,313                 | X        | X        | X        | X        | X        |
| 5-Community Road Fund: Congestion           | NW 1   | 1088 1089 1090 | 22297        | Stafford Rd (Pattulo Wy to Rosemont Rd) Improvements                 | Stafford Rd from Pattulo Wy to Rosemont Rd   | Add traffic signal or roundabout at intersection of SW Childs Rd, add turn lanes, realign intersection, add bicycle lanes                                  | CRF & Transportation System Development Charge (TSDC) | \$10,054,876           | \$0                         | X        | X        | X        | X        |          |
| 5-Community Road Fund: Congestion           | East 6 | 4061           | 22300        | Amsigger Rd / OR 224 Intersection Improvements                       | Amsigger Rd at OR 224  | Add east and southbound left-turn lanes, westbound right-turn lane, and a traffic signal   | Community Road Fund (CRF)                             | \$3,136,445            | \$0                         | X        | X        | X        | X        |          |
| 5-Community Road Fund: Congestion           | SW 3   | 1099           | 22291        | Canby-Marquam Hwy at Lone Elder Rd Intersection Improvement          | Canby-Marquam Hwy at Lone Elder Rd   | Reconstruct the intersection and add a northbound left turn lane   | CRF & Transportation System Development Charge (TSDC) | \$708,189              | \$0                         | X        | X        |          |          |          |
| 5-Community Road Fund: Congestion           | East 2 | 1059           | CRF01        | Welches Rd   | US 26 to Birdie Ln   | Add sidewalks from US 26 to Stage Stop Rd and paved shoulders from Stage Stop Rd to Birdie Ln. Pedestrian crossing at Fairway Ave                          | CRF & Transportation System Development Charge (TSDC) | \$3,388,582            | \$0                         | X        | X        | X        | X        |          |
| 5-Community Road Fund: Congestion           | SW 8   | 1121 2041      | 22294        | Redland Rd Turn Lanes at Ferguson and Bradley                        | Redland Rd at Ferguson and Bradley   | Add left-turn lanes along Redland Rd at Ferguson Rd and Bradley Rd intersections   | Community Road Fund (CRF)                             | \$1,348,533            | \$0                         | X        | X        | X        |          |          |
| 5-Community Road Fund: Congestion           | SW 9   | 1094           | 22351        | Arndt Rd/Barlow Rd Traffic Improvement Study                         | Intersections of Barlow Rd with Arndt Rd and OR99E   | Conceptual study for intersection improvements   | Community Road Fund (CRF); Road Fund                  | \$210,000              | \$38,000                    | X        | X        |          |          |          |
| 6-Community Road Fund: Strategic Investment | East 7 | 1054 1055      | 22339        | Duus Rd/Eagle Creek Rd Intersection, Relocation, and Turn Lane       | Duus Rd at Eagle Creek Rd  | Add new turn lanes and relocate intersection to provide adequate sight distance  | CRF Strategic Investment Fund                         | \$993,970              | \$0                         | X        | X        | X        |          |          |

**Table A: 5-Year Capital Improvement Program Project List - FY 21/22 - FY 25/26**

| Project Category                            | Map ID | TSP ID    | Prospectus # | Project Name   | Project Extent  | Description   | Funding Source   | Cost Estimate (\$2021) | Anticipated Road Fund Match | FY-21/22 | FY-22/23 | FY-23/24 | FY-24/25 | FY-25/26 |
|---|--------|-----------|--------------|--|---|---|--|------------------------|-----------------------------|----------|----------|----------|----------|----------|
| 6-Community Road Fund: Strategic Investment | SW 12  | 1115      | CRF02        | Bear Creek Bridge & Molalla Ave Shoulders  | Molalla Ave from Sawtell to Molalla City Limits and Bear Creek Bridge | Bear Creek Bridge replacement and Molalla Ave shoulders (gravel)  | CRF Strategic Investment Fund                              | \$1,651,650            | \$0                         |          |          | X        | X        | X        |
| 6-Community Road Fund: Strategic Investment | East 8 | 2017      | 22322        | 362nd Ave Paved Shoulders and Safety Improvements  | Skogan to OR 211  | Pave shoulders and evaluate safety issues   | CRF Strategic Investment Fund                              | \$1,611,174            | \$0                         | X        | X        |          |          |          |
| 6-Community Road Fund: Strategic Investment | NW 2   | 1081      | CRF03        | Borland - Bike/Ped to Rolling Hills  | Borland Rd to Rolling Hills Church                                    | Construct sidewalks and multi-use path  | CRF Strategic Investment Fund                              | \$1,771,200            | \$0                         |          |          |          | X        | X        |
| 7-Active Transportation                     | SW 2   | NA        | 22239        | S Ivy St Pedestrian Intersection Improvements  | Hwy 99E in Canby  | Construct bike lanes and sidewalks. Construction traffic signal at intersection of Township Rd.   | STIP - Enhance; Road Fund                                  | \$4,859,007            | \$406,918                   | X        | X        | X        | X        |          |
| 7-Active Transportation                     | M 3    | 1068      | 22234        | Jennings Ave - Sidewalk and Bike lanes   | McLoughlin Blvd to Oatfield   | Construct curb-tight sidewalk on the north side of Jennings Ave and bike lanes on both sides. Widening the roadway to accommodate bike lanes and sidewalk will require general excavation, rock excavation and new water quality and detention facilities, including new storm water collection infrastructure, removal and construction of a retaining wall and replacement of a guardrail | MTIP - Regional Flexible Funds; Road Fund                  | \$5,277,910            | \$652,627                   | X        | X        |          |          |          |
| 7-Active Transportation                     | CRC 12 | 1136      | 22289        | Fuller Rd-Causey Ave Crosswalk   | Fuller Rd & Causey Ave  | Construct a crosswalk across Fuller Rd. at Causey Ave/Harmony Dr with signage, RRFB, pedestrian refuge & ADA compliant curb ramps   | ODOT Safe Routes to School Infrastructure Grant; Road Fund | \$185,588              | \$61,822                    | X        |          |          |          |          |
| 7-Active Transportation                     | M 9    | 1063 1064 | 22335        | Courtney Ave Complete Street   | River Rd to OR 99E  | Construct separated sidewalks, buffered bike lanes, rain gardens, lighting, ADA compliant curb ramps, and crosswalk enhancements  | Metro RFFA Grant; Road Fund                                | \$5,761,420            | \$591,698                   | X        | X        | X        | X        | X        |
| 7-Active Transportation                     | M 4    | 1076 2025 | 22347        | Bilquist Elementary Sidewalks  | Webster Rd from Roots Rd to Bilquist School                           | Construct sidewalks along both sides of road, widen existing bike lanes, crosswalk upgrades including illumination, pedestrian refuge and ADA compliant curb ramps  | ODOT Safe Routes to School Infrastructure Grant; TSDC      | \$2,637,300            | \$0                         | X        | X        | X        | X        | X        |
| 8-ITS                                       | CRC 11 | 1000      | 22218        | Clackamas County Regional Freight ITS Project Phase 1 – Planning and Design and Phase 2 A - Construction | Clackamas Industrial Area to Wilsonville                              | Construct ITS improvements in the following freight corridors/employment areas: 1) OR 224 (Milwaukie Expressway); 2) OR 212 / 224 Clackamas Highway; 3) 82nd Drive between the Gladstone Interchange and OR 213 (82nd Avenue); 4)The City of Wilsonville; and 5) Other areas identified in the planning process   | MTIP - Regional Flexible Funds; Road Fund                  | \$2,173,447            | \$247,564                   | X        | X        |          |          |          |
| 8-ITS                                       | C 5    | 1000      | SA001        | Clackamas County Regional Freight ITS Project Phase 2B   | Countywide (UGB Area)   | Design and install truck priority signal timing at 18 signalized intersections, battery backup system at 21 traffic signals, traffic monitoring cameras at 3 intersections, and traffic count stations at 3 intersections   | Metro RFFA Grant; Road Fund                                | \$1,359,284            | \$139,597                   | X        | X        | X        | X        |          |
| 8-ITS                                       | C 6    | 1000      | SA002        | Clackamas County Regional ATC Controller & Signal Optimization   | Countywide  | Replace 99 older model traffic signal controllers to the latest Advanced Traffic Controllers (ATC)  | Local Cities; State Revenue; Road Fund                     | \$820,103              | \$24,670                    | X        | X        |          |          |          |
| 8-ITS                                       | NW 3   | 1000      | 22235        | Canby Ferry ITS Project  | Canby Ferry   | Extend fiber optic cable from the existing county fiber from Advance Road to Ferry signals, add up to two pan-tilt-zoom CCTV cameras to view the ferry and have images posted on the County's Travel Information website; upgrade ferry notification signs to display green "OPEN" and red "CLOSED"   | FHWA Ferry Boat Discretionary Program; Road Fund           | \$799,820              | \$250,628                   | X        | X        |          |          |          |
| 8-ITS                                       | C 1    | 1106 1000 | 22286        | Clackamas County I-5/I-205 ICM Project   | I-5 and I-205   | Engage stakeholders and develop a collection of operation strategies and advanced technologies to collaboratively manage transportation corridor as a multimodal system   | Surface Transportation Program; Road Fund                  | \$444,864              | \$50,000                    | X        | X        |          |          |          |
| 9-Repairs                                   | CRC 16 | NA        | 22252        | SE 90th Ave Reconstruction   | Monterey Ave to Causey Ave  | Road reconstruction   | STP; Road Fund   | \$1,433,764            | \$1,258,764                 | X        |          |          |          |          |

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| Project Category               | Map ID | TSP ID         | Prospectus # | Project Name                                  | Project Extent   | Description   | Funding Source                          | Cost Estimate (\$2021) | Anticipated Road Fund Match | FY-21/22 | FY-22/23 | FY-23/24 | FY-24/25 | FY-25/26 |
|--------------------------------|--------|----------------|--------------|---|--|---|---|------------------------|-----------------------------|----------|----------|----------|----------|----------|
| 9-Repairs                      | East 1 | NA             | 22275        | Lolo Pass Rd Paving                           | US 26 to near Muddy Fork Rd  | Improving and preserving the road surface and extending a revetment | Federal Lands Access Program; Road Fund | \$4,104,731            | \$862,809                   | X        | X        |          |          |          |
| 9-Repairs                      | DMB 3  | NA             | 22269        | 232nd Drive at MP 0.3                         | 232nd Dr   | Install a deep patch of pavement with improved drainage             | FHWA Emergency Relief Grant; Road Fund  | \$732,132              | \$255,933                   | X        |          |          |          |          |
| 9-Repairs                      | SW 10  | NA             | 22270        | South End Rd at MP 3.8                        | South End Rd   | Construct a permanent fix to slope instability                      | FHWA Emergency Relief Grant; Road Fund  | \$4,588,471            | \$556,175                   | X        | X        |          |          |          |
| 10-Paving                      | East 4 | 1049 1058 3046 | 22306        | Contract Paving: Kelso / Richey Rd Package    | Kelso Rd from Richey Rd to Hwy 26. Richey Rd from Kelso Rd to Hwy 212  | Pave 3.64 miles of road   | Rural STP; Road Fund                    | \$1,566,697            | \$366,697                   | X        |          |          |          |          |
| 10-Paving                      | CRC 13 | 1045           | 22342        | Contract Paving: Sunnyside Rd (122nd - 132nd) | 122nd Ave to 132nd Ave   | Pave Sunnyside Rd   | Road Fund                               | \$1,983,314            | \$1,983,314                 | X        | X        |          |          |          |
| 10-Paving                      | CRC 14 | 1045           | 22343        | Contract Paving: Sunnyside Rd (132nd - 162nd) | 132nd Ave to 162nd Ave   | Pave Sunnyside Rd   | Road Fund                               | \$3,651,287            | \$3,651,287                 | X        | X        |          |          |          |
| 10-Paving                      | DMB 6  | NA             | DR002        | Contract Paving: Foster Rd                    | Hwy 212 to 250 ft north of Damascus Ln   | Replace failing asphalt on Foster Rd between mile points 0 and 0.2  | Damascus Road Fund                      | \$267,337              | \$250,000                   | X        |          |          |          |          |
| 11-Community Road Fund: Paving | M 5    | NA             | 22308        | Arista Area Package                           | Lee Ave, Arista Dr, Silversprings Rd   | Pave 0.74 miles of local road in the Arista Dr area                 | Community Road Fund (CRF)               | \$473,129              | \$0                         | X        |          |          |          |          |
| 11-Community Road Fund: Paving | M 6    | NA             | 22309        | Thiessen Area Package                         | El Centro Wy, El Centro Ct, La Mesa Wy, Sierra Vista Dr, Harmon Ct, Vista Ln, Anaconda Ct, Bantam Ct, Cornish Ct | Pave 1.41 miles of local road in the Thiessen area                  | Community Road Fund (CRF)               | \$1,908,451            | \$0                         | X        |          |          |          |          |
| 11-Community Road Fund: Paving | CRC 15 | NA             | 22310        | Boyer/King Rd Area Package                    | Owen Dr, King Rd, Spencer Dr, Spencer Ct   | Pave 0.94 miles of local road in the Boyer/King Rd area             | Community Road Fund (CRF)               | \$1,101,165            | \$0                         | X        | X        | X        |          |          |
| 11-Community Road Fund: Paving | M 7    | NA             | 22311        | McLoughlin Neighborhood Package               | Woodland Wy, Park Rd, Chestnut St, Latural St, Pine Ln, Bunnell St, Maple St, Park Entrance Rd                   | Pave 1.32 miles of local road in the McLoughlin area                | Community Road Fund (CRF)               | \$887,300              | \$0                         | X        | X        |          |          |          |
| 11-Community Road Fund: Paving | M 8    | NA             | 22314        | Webster Area Package                          | San Marcos Ave, Antigua Ave, Cypress Ave, Renada St, Eldorado Ct, Delray Ave, Aldercrest Ct, Kern Ct             | Pave 1.15 miles of local road in the Webster Rd area                | Community Road Fund (CRF)               | \$1,048,440            | \$0                         | X        |          |          |          |          |

## Key Unfunded Projects Matched with Possible Grant Funding Sources

| Project Name<br>(TSP Number)   | Description   | Possible Funding Source                        |
|--|---|--|
| Sunrise Project Phase II<br>(4036)                                   | Extend the Sunrise Project from I-205 to 172 <sup>nd</sup> Avenue   | STIP Enhance /<br>Federal Grant                |
| I-205 Bottleneck Project<br>(4016)                                   | Improvement to I-205 between the Stafford interchange and the east end of the Abernethy Bridge to address congestion issues   | STIP Enhance / BUILD                           |
| McLoughlin Sidewalk, Safety<br>and ETC (4015)                        | Add bicycle and pedestrian improvements from Milwaukie city limit to Gladstone city limit   | STIP   |
| 65 <sup>th</sup> /Elligsen/Stafford (1079)                           | Construct roundabout  | Federal Grant                                  |
| OR 211 (4040)  | Canby Marquam Hwy / OR 211 intersection improvements  | STIP Fix-it / HSIP                             |
| 172 <sup>nd</sup> Ave / 190 <sup>th</sup> Ave<br>Connector           | Environmental assessment and project construction to connect 172 <sup>nd</sup> Avenue to 190 <sup>th</sup> Avenue as envisioned in the 172 <sup>nd</sup> / 190 <sup>th</sup> Corridor Management Plan | MTIP / New regional<br>funding source          |
| Bakers Ferry Road – Pathway<br>from Barton Park to Hwy 224<br>(3101) | Add paved shoulders and turn lanes at major intersections; remove horizontal curve and relocate intersection from Eaden Rd to OR 224  | Oregon Community<br>Paths Program              |
| I-205 Multi-use Path Gap<br>(1026)                                   | Study I-205 multi-use path gap (OR 212 to OR 224) to create a plan for connection and path completion   | Transp. Growth<br>Management (TGM)             |
| 142 <sup>nd</sup> Bike/Ped (1006)                                    | Add bike & pedestrian facilities between Sunnyside & Hwy 212  | RFFA   |
| Cazadero Trail – Boring to<br>Barton (1051)                          | Construct multi-use path  | Oregon Community<br>Paths Program              |
| Childs Rd Pedway (1084)  | Construct pedestrian path from 65 <sup>th</sup> Ave to Terry Ave  | Safe Routes to School<br>(SRTS) Infrastructure |
| Alberta St / 72 <sup>nd</sup> Ave (2000)                             | Add sidewalks, bicycle lanes and stormwater facilities  | TIF  |
| Luther Rd (2001)   | Add sidewalks, bicycle lanes and stormwater facilities  | TIF  |
| Overland St  | Add sidewalks, bicycle lanes and stormwater facilities  | TIF  |
| Newland Creek (Advance Rd)<br>Bridge (2027)                          | Replace culverts and roadway embankment with a bridge on the same approximate alignment to improve fish passage.  | FHWA AID<br>Demonstration                      |
| Bull Run Truss (3038)  | Replace bridge  | STIP / HBR / RAISE                             |
| Dodge Park Bridge (1053)   | Replace bridge and include paved shoulders  | STIP / HBR / RAISE                             |
| Holly Lane Bridge (1109)   | Replace bridge and include paved shoulders  | STIP / HBR / RAISE                             |
| Badger Creek (Rugg Rd)<br>Culvert                                    | Rugg Road / Springwater Trail culvert replacement – This is underway with Road Fund (and potential future OWEB) money   | OWEB / ODFW                                    |
| Woodcock Creek (Grimm Rd)<br>Bridge                                  | Bridge replacement – This is underway with OWEB grant decision upcoming soon and Road Funds   | HBR / OWEB / Nat.<br>Fish Passage (NFP)        |
| Aschoff Rd   | Culvert repair project  | OWEB / NFP                                     |
| Wyland Road Bridge   | Bridge replacement  | STIP / HBR                                     |
| E. Barlow Pass Bridge  | Bridge replacement  | FLAP   |
| OR 212 Freight Mobility<br>Corridor Improvement                      | Freight mobility improvements on OR 212 between Rock Creek Junction and US 26   | MTIP / STIP                                    |
| S Hillockburn Rd   | Pave road where alligator cracking and surface is delaminating  | FLAP   |
| S Butte Creek Rd   | Pave 7-mile section not built to withstand heavy use by log trucks.   | Federal Grant                                  |

## FUNDING SOURCES AND FUTURE PROJECTS

Projects in the 5-Year CIP are funded through a variety of sources, connecting transportation planning to the County's capital construction budget. To be on the 5-Year CIP list, a project must have an identified funding source.

A 20-year funding forecast was completed in October 2012 as a part of the TSP update process. The complete memo outlines funding expected to be received over the next 20 years. One of the key themes is that ***the County Road Fund is only anticipated to play a minor role (as match money for other funding sources) in future capital projects.***

Since the Road Fund will be used only to match funds from other sources, reliance upon other funding sources for capital projects has increased. To help match projects to appropriate funding sources, recently used sources are reviewed below and potential projects for the next funding cycle are identified. Table B: Key Projects Matched with Potential Grant Funding Sources highlights projects in the TSP that should be considered when the next grant cycle is open. This table follows the discussion of funding sources.

While identification of potential projects is needed as the programs become open for applications, ultimately the selection of appropriate projects will be determined when the application is developed.

### Local Funding Sources

#### **Clackamas County Road Fund**

The County Road Fund is made up of revenue received through the Oregon State Highway Trust Fund from state gas tax, weight-mile tax, vehicle registration fees (VRF), and vehicle titling fees. These funds are distributed to the County based on allocation schedules set out in state law. The passage of the Keep Oregon Moving House Bill in 2017 is projected to provide nearly \$100 million to the County Road Fund over the next 15 years.

The state constitution and Oregon Revised Statutes require State Highway Trust Fund revenue to be used "...for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, and streets..." (including a mandatory minimum 1% annual expenditure on bicycle and pedestrian facilities). Road Fund money is often used as the local contribution (match) for projects funded by federal, state, and other local funding programs.

The County Road Fund also includes federal funds from the Secure Rural Schools program.

#### **Community Road Fund (CRF)**

The CRF is a funding source that became effective in January 2020 with revenue from a new countywide vehicle registration fee. County residents pay a \$30 per year fee when they register their car, truck, van, trailer, or other passenger vehicle or motorcycle. The funds go toward projects that maintain county roads, build improvements to relieve congestion, and make the road system safer.

A 15-member CRF Advisory Committee developed criteria to analyze potential capital congestion relief projects, applies those criteria to high-priority projects, recommends the order in which the projects should be constructed, and reviews the project list annually.

It is expected that the CRF will generate over \$11 million each year, with the county receiving about \$5.5 million and the rest being allocated to the cities within the county based on population and how much of that population resides within the county borders. (Some cities like Portland and Tualatin have only a small portion of their boundaries within the county.)

#### **Transportation System Development Changes (TSDC)**

TSDCs are one-time assessments of new developments based on the number of vehicle trips the developments are forecast to generate. This equitably spreads the cost of road projects that increase capacity to new and expanding development that rely on road network improvements. These funds are dedicated to projects on an adopted list within a specific geographic area that improves capacity. The funds may not be used for road maintenance.

Improved capacity can include operational efficiencies (e.g., signalization) that increase the number of travelers accommodated by the system or added facility miles.

## **Urban Renewal (Tax Increment Financing [TIF])**

Urban renewal raises money for public improvements through Tax Increment Financing (TIF) in blighted areas. Local investments focus on creating jobs, helping businesses, improving communities, and increasing the tax base to result in long-term financial stability for local service providers and property owners. The use of the funds is customized to meet the needs of the approved plan for the urban renewal area.

Expenditures are restricted to making improvements within the geographic limits of the urban renewal area in which the funds were raised and focus on funding infrastructure consistent with the adopted urban renewal plan. Urban renewal frequently provides matching funds for money from federal, state, regional, and other local sources.

There are three county urban renewal districts -- one, the North Clackamas Revitalization Area (NCRA), still collects revenue and the other two, the Clackamas Town Center District and the Clackamas Industrial Area (CIA), are forecast to invest revenue in transportation projects over the next 20 years.

## **Fee in Lieu of (FILO)**

Clackamas County Code 1007.10 provides for a fee in lieu of (FILO) required frontage improvements, primarily for sidewalks, on county roads. FILO is typically used when a development is being proposed in an area with few or no sidewalks. The developer pays a fee instead of building the required sidewalk improvements on the frontage, allowing the county to build continuous sidewalks in an area with a high need once enough fees are collected.

## **Federal, State, and Regional Funding Sources**

### **Federal Highway Trust Fund – Fixing America’s Surface Transportation Act (FAST Act)**

Federal funds can be used to help pay for projects on National Highway System facilities. Periodically, federal legislation reauthorizes federal highway, transit, and transportation safety programs funded through the Highway Trust Fund. Between 2012 and 2015, MAP-21 was the reauthorization law. The current reauthorization, FAST Act, enacted in 2016 and set to expire in 2022, contains the following federal aid highway programs and mass transit funding:

- National Highway Performance Program
- Surface Transportation Block Grant Program (STBGP)
- Highway Safety Improvement Program (HSIP)
- Congestion Mitigation & Air Quality Improvement Program (CMAQ)
- Metropolitan Transportation Planning
- Surface Transportation Program (STP)

### **Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Transportation Grant**

RAISE provides a unique opportunity for the US Department of Transportation to invest in road, rail, transit, and port projects that promise to have a significant impact on the nation, a region, or a metropolitan area. Previously known as TIGER and BUILD Discretionary Grants, Congress has dedicated more than \$8.9 billion for 13 rounds of TIGER/BUILD/RAISE since 2009.

Projects must be multi-modal, multi-jurisdictional, or otherwise challenging to fund through existing programs, and must be regionally significant and closely aligned with economic benefits. RAISE uses a rigorous process to select projects with exceptional benefits that explore ways to deliver projects faster and save on construction costs, and that invest in the nation's infrastructure to make communities more livable and sustainable. In urban areas, the minimum project amount is \$5 million; in rural areas, the minimum project amount is \$1 million.

Underinvestment in rural transportation systems has allowed a slow and steady decline in the transportation routes connecting rural communities. To address these needs, a greater share of RAISE/BUILD grant funding awards are designed to go toward projects in rural areas compared to TIGER. At least 30% (\$450 million) of funding is to be utilized for rural projects.

### **Western Federal Lands Access Program (FLAP)**

FLAP was created by MAP-21 to improve access to federal lands. The program is directed towards public highways, roads, bridges, trails, and transit systems that are under state, county, town, township, tribal, municipal, or local government jurisdiction or maintenance, and that provide access to federal lands. The following activities are eligible for consideration:

- Preventive maintenance, rehabilitation, restoration, construction, and reconstruction,
- Adjacent vehicular parking areas,
- Acquisition of necessary scenic easements and scenic or historic sites,
- Provisions for pedestrians and bicycles,
- Environmental mitigation in or adjacent to federal land to improve public safety and reduce vehicle/wildlife mortality while maintaining habitat connectivity,
- Construction and reconstruction of roadside rest areas, including sanitary and water facilities, and
- Operation and maintenance of transit facilities.

Proposed projects must be on a public highway, road, bridge, trail, or transit system that is located on, adjacent to, or provides access to federal lands for which title or maintenance responsibility is vested in a state, county, town, township, tribal, municipal or local government.

### **Federal Highway Administration (FHWA) Accelerated Innovation Deployment (AID) Demonstration Program**

AID provides funding as an incentive for eligible entities to accelerate the implementation and adoption of innovation in highway transportation. FHWA encourages the use of AID funds to promote the deployment of the Every Day Counts (EDC) initiatives, which provide ways to improve highway planning, design, construction, and operation.

This program is one aspect of the multi-faceted Technology and Innovation Deployment Program (TIDP) approach that provides funding and other resources to offset the risk of trying an innovation. AID funds are available for any project eligible for assistance under Title 23, United States Code. Eligible projects may involve any aspect of highway transportation that addresses TIDP goals and must include proven innovative practices or technologies such as those included in the EDC initiative. Innovations may include infrastructure and non-infrastructure strategies or activities that the applicant or sub-recipient intends to implement and adopt as a significant improvement from the conventional practice.

### **FHWA Emergency Relief Program**

Title 23, United States Code, Section 125, authorizes a special program from the Highway Trust Fund for the repair or reconstruction of federal-aid highways and roads on federal lands that have suffered serious damage as a result of natural disasters or catastrophic failures from external causes. This program, commonly referred to as the emergency relief or ER program, supplements the commitment of resources by states, their political subdivisions, or other federal agencies to help pay for unusually heavy expenses resulting from extraordinary conditions.

The applicability of the ER program to a natural disaster is based on the extent and intensity of the disaster. Damage to highways must be severe, occur over a wide area, and result in unusually high expenses to the highway agency. Applicability of ER to a catastrophic failure is based on the criteria that the failure was not the result of an inherent flaw in the facility, but was sudden, caused a disastrous impact on transportation services, and resulted in unusually high expenses to the highway agency.

Clackamas County has used funds from this program to fund projects needed due to federal emergencies, including Lolo Pass / Zig Zag River bridge, South End Road at milepost 3.8, 232nd Drive at milepost 0.3, and E. Barlow Trail Road.

### **FHWA Ferry Boat Discretionary (FBD) Program**

FBD provides funding for ferry facilities on a non-interstate public road that is publicly-owned, publicly-operated, or majority publicly-owned, providing substantial public benefits. Projects selected for funding under this program are funded at 80% Federal share.

### **Statewide Transportation Improvement Program (STIP)**

The STIP, Oregon's four-year transportation capital improvement program, identifies the funding for and scheduling of transportation projects and programs on federal, state, city, and county transportation systems, multimodal projects (highway, passenger rail, freight, public transit, bicycle, and pedestrian), and projects in the National Parks, National Forests and Indian tribal lands.

The STIP includes a process for identifying projects that receive federal FAST Act funds as well as a portion of the Oregon State Highway Fund. The current STIP process divides funding into two main categories -- Enhance and Fix-it.

- **Enhance:** Enhance, expand, or improve the transportation system. Eligible project activities include bicycle and/or pedestrian facilities, Development STIP (D-STIP), modernization projects that add system capacity, most projects previously eligible for Transportation Enhancement funds, projects eligible for Flex Funds, protective right-of-way purchases, public transportation, Safe Routes to Schools, Scenic Byways, Transportation Alternatives, and Transportation Demand Management (TDM).
- **Fix-It:** Includes all the capital funding categories that maintain or fix ODOT's portion of the transportation system.

These categories do not include non-capital maintenance and operations programs because they are not included in the STIP.

## **Oregon State Highway Fund**

Highway revenues in the State of Oregon have several major sources:

- **Motor vehicle registration and title fees,**
- **Driver's license fees,**
- **Motor vehicle fuel taxes, and**
- **Weight-mile taxes.**

Net revenues from these taxes and fees are deposited into an account known as the State Highway Fund. With minor exceptions, the Oregon Constitution (Article IX, Section 3a) dedicates highway revenues for the construction, improvement, maintenance, operation, and use of public highways, roads, streets, and roadside rest areas.

## **Keep Oregon Moving (HB 2017)**

House Bill 2017, approved in 2017, increases the state gas tax, and vehicle title and registration fees over seven years. When all taxes and fees are in place in 2024, HB 2017 will produce \$500 million in State Highway Fund revenue annually with investments in public transportation, walking, and biking.

Incorporated with this funding is the former Jobs and Transportation Act (JTA) passed in 2009 by the Oregon Legislature. The JTA was designed to address funding shortfalls for some long-standing transportation needs, including Sunrise Project Phase 1, which was completed in June 2016.

## **Highway Safety Improvement Program (HSIP)**

This ODOT program has been continued under the FAST Act to incorporate the functions and funding that were previously contained in the High-Risk Rural Roads Program. The HSIP is focused on projects on local agency roads and ODOT facilities to increase awareness of safety on all roads, promote best practices for infrastructure safety, complement behavioral safety efforts, and focus limited resources to reduce fatal and serious injury crashes. The program, data-driven to achieve the greatest benefits in crash reduction, was developed to be blind to jurisdiction. ODOT recently transitioned the safety program and the completed jurisdictionally-blind safety program was finalized in early 2021. During the transition, funding for local agency roads was allocated to primarily focus on a few systemic low-cost fixes that could be implemented in a shorter timeframe.

## **Highway Bridge Program (HBP)**

HBP is a part of the National Highway Performance Program and the Surface Transportation Program. Bridge improvement and replacement is a major priority of ODOT. To qualify for this funding, a bridge typically needs to have a sufficiency rating of less than 50.

## **Oregon Watershed Enhancement Board (OWEB)**

The OWEB is a state agency that provides grants to help Oregonians take care of local streams, rivers, wetlands, and natural areas. Community members and landowners use scientific criteria to decide jointly what needs to be done to

conserve and improve rivers and natural habitats. OWEB grants are funded by the Oregon Lottery, federal dollars, and salmon license plate revenue.

OWEB will accept applications for restoration, technical assistance, and land acquisition. These grants support voluntary efforts by Oregonians to protect and restore healthy watersheds, including actions in support of the Oregon Plan for Salmon and Watersheds, and the Oregon Conservation Strategy.

### **Fish America Foundation**

Fish America, in partnership with the National Oceanic and Atmospheric Association (NOAA) Restoration Center, awards grants to local communities and government agencies to restore habitat for marine and anadromous fish species. Successful proposals include community-based restoration efforts with outreach to the local communities. These small grants help with bridge scour projects.

### **National Fish Passage Program - US Fish and Wildlife Service**

The National Fish Passage Program is a voluntary, non-regulatory conservation assistance program that provides financial and technical support to remove or bypass artificial barriers that impede the movement of fish and other aquatic species and contribute to their decline. The program implements fish passage improvement-based, cost-shared projects to protect, restore or enhance habitats that support fish and other aquatic species and their populations. All or a portion of project funds may be transferred to partner organizations through cooperative agreements if the service isn't able to implement a project.

### **Connect Oregon**

Connect Oregon is a lottery bond-based initiative to invest in air, rail, marine, and bicycle/pedestrian infrastructure to ensure Oregon's transportation system is strong, diverse, and efficient. Projects are eligible for up to 80% of project costs for grants and 100% for loans. A minimum 20% cash match is required from the recipient for all grant-funded projects. Projects eligible for funding from state fuel tax revenues are not eligible.

HB 2017 removed public transit projects from Connect Oregon and directed the Oregon Transportation Commission to distribute the funds to five specific projects:

- Treasure Valley Intermodal Facility (\$26 million),
- Rail expansion in East Beach Industrial Park at the Port of Morrow (\$6.55 million),
- Brooks rail siding extension (\$2.6 million),
- Mid-Willamette Valley Intermodal Facility (\$25 million), and
- Oregon International Port of Coos Bay Rail Line Repairs and Bridge Replacement (\$5 million)

With funding going to these projects, no funding is expected to be available until the end of the 2021-2023 biennium.

### **Immediate Opportunity Funds (IOF)**

The IOF supports primary economic development in Oregon through the construction and improvement of streets and roads. The 1987 Legislature created state funding for immediate economic opportunities with certain motor vehicle gas tax increases. Access to this fund is discretionary and the fund may only be used when other sources of financial support are unavailable or insufficient; it is not a replacement or substitute for other funding sources.

The IOF is designed to meet the following objectives:

- Provide needed street or road improvements to influence the location, relocation, or retention of a firm in Oregon;
- Provide procedures and funds for the Oregon Transportation Commission (OTC) to respond quickly to economic development opportunities, and
- Provide criteria and procedures for the Oregon Economic and Community Development Department, other agencies, local governments, and the private sector to work with ODOT to provide road improvements needed to ensure specific job development opportunities for Oregon, or to revitalize business or industrial centers

Use of the IOF is limited to:

- Type A: Specific economic development projects that affirm job retention and job creation opportunities,

- Type B: Revitalization of business or industrial centers to support economic development,
- Type C: Preparation of Oregon Certified Project-Ready Industrial Sites.

### **Special Public Works Fund (SPWF)**

The SPWF provides funds for publicly-owned facilities that support economic and community development in Oregon. Funds are available to public entities for:

- Planning;
- Designing;
- Purchasing;
- Improving and constructing publicly-owned facilities;
- Replacing publicly-owned essential community facilities; and
- Emergency projects as a result of a disaster.

### **Metropolitan Transportation Improvement Program (MTIP)**

MTIP is the federally-mandated four-year implementation schedule of expenditures of federal transportation funds and significant state and local funds in the Portland metropolitan region. For projects to receive federal transportation funding, they must be included in the Regional Transportation Plan (RTP). MTIP coordinates the spending of federal and state transportation funds for four different public agencies: Metro, ODOT, TriMet, and South Metro Area Transit District. More information can be found on Metro's website: <http://www.oregonmetro.gov/metropolitan-transportation-improvement-program>.

### **Regional Flexible Fund Allocation (RFFA)**

The RFFA process is used to determine which locally identified priorities are awarded funding to advance the goals of the RTP. Regional flexible funds are distributed to Metro from three federal grant programs: the Surface Transportation Program, the Congestion Mitigation/Air Quality Program, and the Transportation Alternatives Program. Metro then distributes those funds to cities and counties for projects designed to make getting around the region easier and safer. The RFFA process typically takes place on a two-year funding cycle to match closely with the MTIP update schedule. More information can be found on Metro's website: <http://www.oregonmetro.gov/public-projects/regional-flexible-funding-transportation-projects>.

## OPERATING IMPACTS

Although there are often operating impacts associated with capital improvements, these do not usually play an important part in the selection of projects to be undertaken. It can be expected that new roads, intersections, or buildings will require less maintenance than older facilities, but this is not the reason for constructing those additions or improvements. Transportation projects are done to increase safety or capacity or alleviate congestion. Facilities projects are done to repair the damage, retrofit existing space for more optimal use, or meet certain grant or legal requirements or citizen mandates such as ADA compliance or the construction of visitor information centers with transient room tax revenues. As with transportation projects, debt service is not an important consideration. Facilities are constructed as funds are available to pay for them. To the extent that operating impact information is available, it is included in the specific project summaries that follow.

Even though forecasted operating impacts are not critical in determining if a project should be undertaken, it is possible to forecast those impacts in general terms for transportation improvements. It can be expected that operating costs will amount to 0.5% per year of the total cost of construction over the life of the project. Thus, over the life of a \$10 million road improvement, about \$50,000 will be required annually (on average) to maintain the improvement. For the first three to five years, upkeep may not be required at all. As the road begins to age, striping and culvert cleaning might be called for. After five to ten years, a chip seal might be required and this expense can be expected every five years thereafter. At 20 years, the road might need to be repaved. At 30 years, the road is scheduled for reconstruction.

Of much greater consequence than estimating the operating impact of undertaking new projects is the impact of not undertaking those critical projects. Every year, a larger percentage of county roads slip into disrepair and the county simply doesn't have the necessary revenue to keep up with crucial maintenance. The cost to reconstruct a road in the future is more than 10 times greater than the cost of providing preventive maintenance today. So the cost of not undertaking a \$10 million road improvement could be \$100 million.

**Project Number:** 300319315  
**Project Name:** ARTS RURAL SYSTEMIC SAFETY COUNTERMEASURES  
**Project Location:** County-wide  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Systemic Horizontal Alignment Signs Design and install updated horizontal alignment warning signs on approximately 110 miles on 22 rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards.

Systemic Rural Intersection Design and install various safety countermeasures to reduce crashes at 78 rural intersections, following FHWA guidance, that includes doubled-up, oversized advance warning signs, doubled-up STOP signs, retroreflective sheeting on sign posts, other countermeasures as appropriate. This project includes development of plans, specs & estimate, and installation of all signs.

**Project Justification:**

The safety countermeasures included in this project are expected to result in measurable reductions in fatal and serious injury crashes on County rural roadways, which is consistent with the goal of the Transportation Safety Action Plan to eliminate serious injury and fatal crashes by 2035.\* Updating horizontal warning signs is a proven safety countermeasure that is associated with a 16% reduction in road-departure crashes.\* The planned intersection safety countermeasures are proven to reduce the number of intersection crashes by 20%-30%.

**Impact on Operating Budget:**

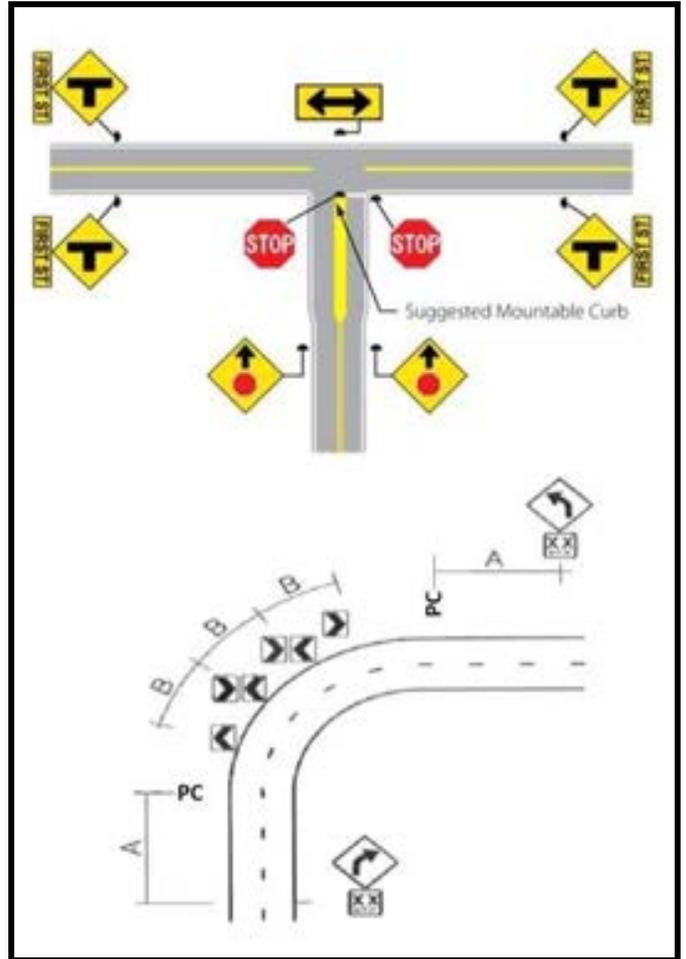
Per the IGA, Road Fund share is 7.78% match.

**Environmental Impacts:**

None identified. This project consists of sign installations which is not expected to have any environmental impacts.

**Changes Since Last Plan:**

Updated project status



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-19 |              | Mar-21       |
| End Date   |          | Jan-21 |              | Jun-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Federal Capital Grants                 | \$13,861             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$13,861               |
| Prior Year Revenue                     | \$185,109            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$185,109              |
| Road Fund                              | \$999,146            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$999,146              |
| State Revenue                          | \$366,277            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$366,277              |
| <b>Total Project Revenues</b>          | <b>\$1,564,393</b>   | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,564,393</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$552,639            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$552,639              |
| 4 - Construction                       | \$1,011,630          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,011,630            |
| 6 - Legal / Settlements                | \$124                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$124                  |
| <b>Total Project Expenditures</b>      | <b>\$1,564,393</b>   | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,564,393</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300319321  
**Project Name:** RURAL SYSTEMIC HORIZONTAL ALIGNMENT SIGNS  
**Project Location:** County-wide  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Design and install updated horizontal alignment warning signs on approximately 110 miles on 22 rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards. This project includes development of plans, specs & estimate, and installation of all signs.

**Project Justification:**

The safety countermeasures included in this project are expected to result in measurable reductions in fatal and serious injury crashes on County rural roadways, which is consistent with the goal of the Transportation Safety Action Plan to eliminate serious injury and fatal crashes by 2035.\* Updating horizontal warning signs is a proven safety countermeasure that is associated with a 16% reduction in road-departure crashes.\* The planned intersection safety countermeasures are proven to reduce the number of intersection crashes by 20%-30%.

**Impact on Operating Budget:**

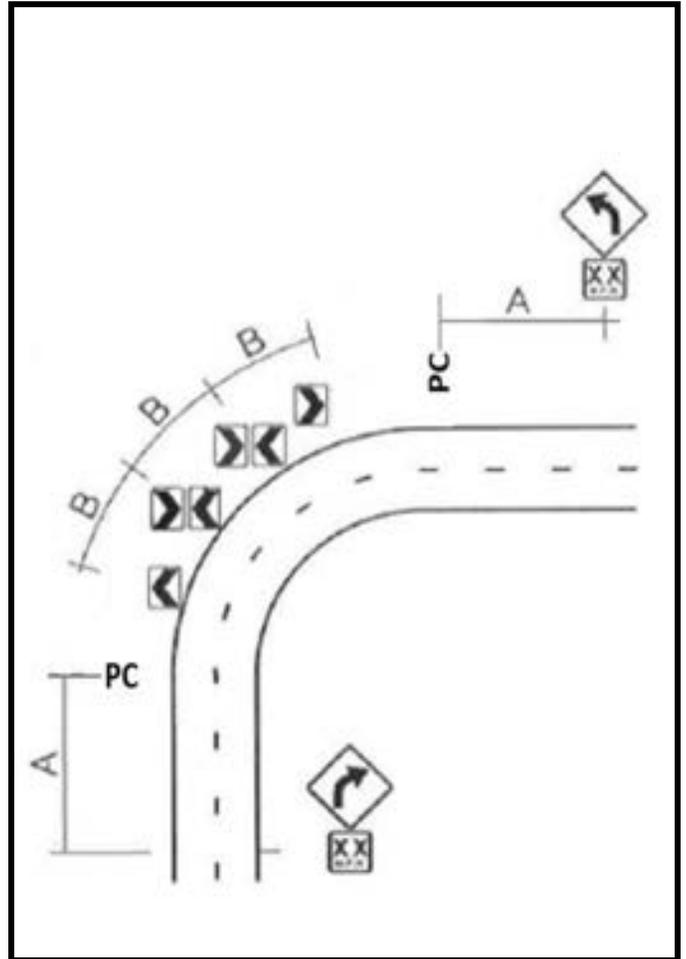
Road Funds will be used on this project. Added \$100k of Community Road Fund funds.

**Environmental Impacts:**

None identified. This project consists of sign installations which is not expected to have any environmental impacts.

**Changes Since Last Plan:**

Updated budget & FY to reflect actual contract value, contract extension to 3/31/23



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Feb-20 |              | May-22       |
| End Date          |          | Jun-21 |              | Mar-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$0                  | \$0                 | \$100,000                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$100,000              |
| Road Fund                              | \$62,445             | \$0                 | \$307,526                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$369,971              |
| <b>Total Project Revenues</b>          | <b>\$62,445</b>      | <b>\$0</b>          | <b>\$407,526</b>           | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$469,971</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$60,292             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$60,292               |
| 4 - Construction                       | \$2,153              | \$308,271           | \$99,255                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$409,679              |
| <b>Total Project Expenditures</b>      | <b>\$62,445</b>      | <b>\$308,271</b>    | <b>\$99,255</b>            | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$469,971</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320326  
**Project Name:** RADAR SIGN PROJECT  
**Project Location:** SW Stafford Rd and SE 282nd Ave  
**Map No:**

**Program:** 30202123-HB2017 Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Project consists of design and construction of six radar speed feedback signs at the following approximate locations (sign locations will be determined during project development/design):- SW Stafford Rd south of SW Schatz Rd, facing southbound traffic- SW Stafford Rd south of SW Schatz Rd, facing northbound traffic- SE 282nd Ave north of OR 212, facing southbound traffic- SE 282nd Ave north of OR 212, facing northbound traffic- S New Era Rd west of S Central Point Rd, facing eastbound traffic- S New Era Rd east of S Central Point Rd, facing westbound traffic

**Project Justification:**

Radar speed feedback signs have measurable impact on vehicle speeds. The radar signs are expected to result in lower speeds on Stafford Rd and 282nd Ave, which will reduce the frequency and severity of vehicle crashes on these high-crash corridors.

**Impact on Operating Budget:**

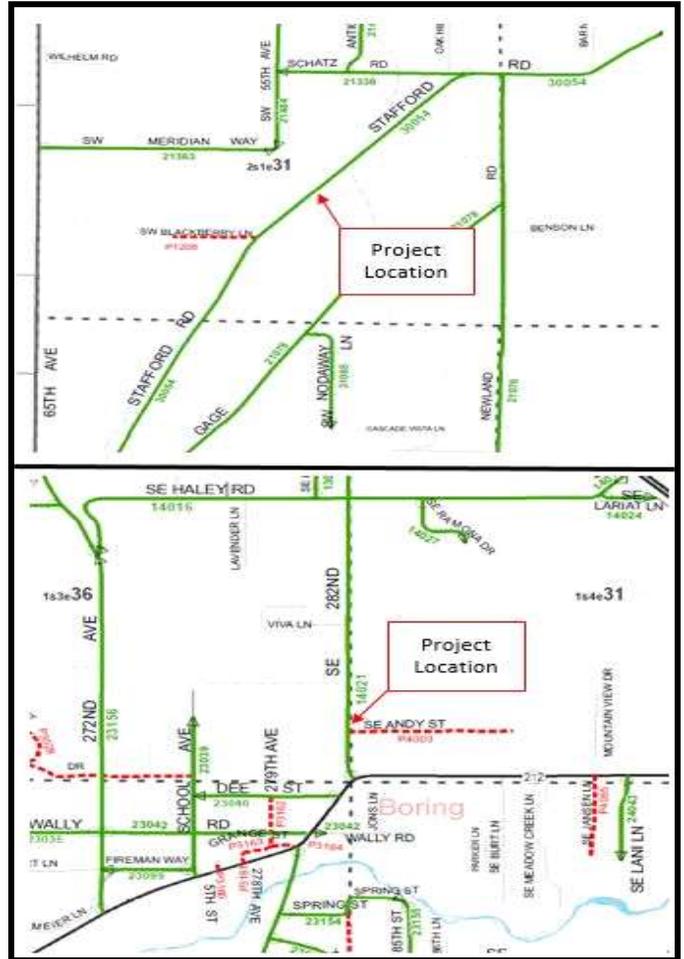
This project is funded by HB2017

**Environmental Impacts:**

No environmental impact.

**Changes Since Last Plan:**

Updated 22/23 estimate to reflect actual contractor bid, adjusted schedule



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Apr-20 |              | Mar-23       |
| End Date          |          | Feb-22 |              | Jun-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$94,614             | \$0                 | \$359,400                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$454,014              |
| <b>Total Project Revenues</b>          | <b>\$94,614</b>      | <b>\$0</b>          | <b>\$359,400</b>           | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$454,014</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$84,437             | \$7,244             | (\$7,244)                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$84,437               |
| 4 - Construction                       | \$10,177             | \$872               | \$358,528                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$369,577              |
| <b>Total Project Expenditures</b>      | <b>\$94,614</b>      | <b>\$8,116</b>      | <b>\$351,284</b>           | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$454,014</b>       |



**Project Number:** 300320332  
**Project Name:** 122ND & MATHER INTERSECTION CONTROL FEASIBILITY ST  
**Project Location:** SE 122nd Ave & Mather Rd  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project is a feasibility study for at least three potential intersection control scenarios, including (1) no-build, (2) roundabout; and (3) traffic signal. The study will evaluate existing and future traffic operations, ped/bike demand and existing ped/bike facilities, and traffic safety (crash) analysis. The study will provide recommendations for intersection control that will meet future traffic demands and improve safety for all roadway users.

**Project Justification:**

TSP project No. 3022 identifies a traffic signal or roundabout at this intersection. This project will determine the preferred option for future traffic operations and safety.

**Impact on Operating Budget:**

This project is being funded through HB2017 + Road Fund.

**Environmental Impacts:**

This is a feasibility study with no impact.

**Changes Since Last Plan:**

Updated project status



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        | Jul-21   |        |              |              |
| End Date          | Jun-22   |        |              |              |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$13,496             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$13,496               |
| <b>Total Project Revenues</b>          | <b>\$13,496</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$13,496</b>        |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$13,496             | \$222               | (\$222)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$13,496               |
| <b>Total Project Expenditures</b>      | <b>\$13,496</b>      | <b>\$222</b>        | <b>(\$222)</b>             | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$13,496</b>        |

**Project Number:** 300320336  
**Project Name:** I5/I205 INTERCHANGE CORRIDOR MANAGEMENT  
**Project Location:** I-5 & I-205 (within Clackamas County boundary)  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** DISCONTINUED

**Date of Last Revision:** Sep-21

**Project Description/Scope:**

The proposed I-5/I-205 Integrated Corridor Management study corridor spans from City of Wilsonville city limits to Multnomah County line. This mobility corridor centers on I-5/I-205 starting from City of Wilsonville (Wilsonville Rd interchange) to edge of Clackamas County line (Johnson Creek Blvd interchange). The scope of this project will engage multiple stakeholders within the study area and come up with collection of operational strategies and advanced technologies to collaboratively manage transportation corridor as a multimodal system.

**Project Justification:**

ICM can improve corridor travel by integrating existing intelligent transportation system (ITS) devices and systems, including assets operated by different agencies, into a proactive solution designed to manage demand and capacity across all travel modes.

**Impact on Operating Budget:**

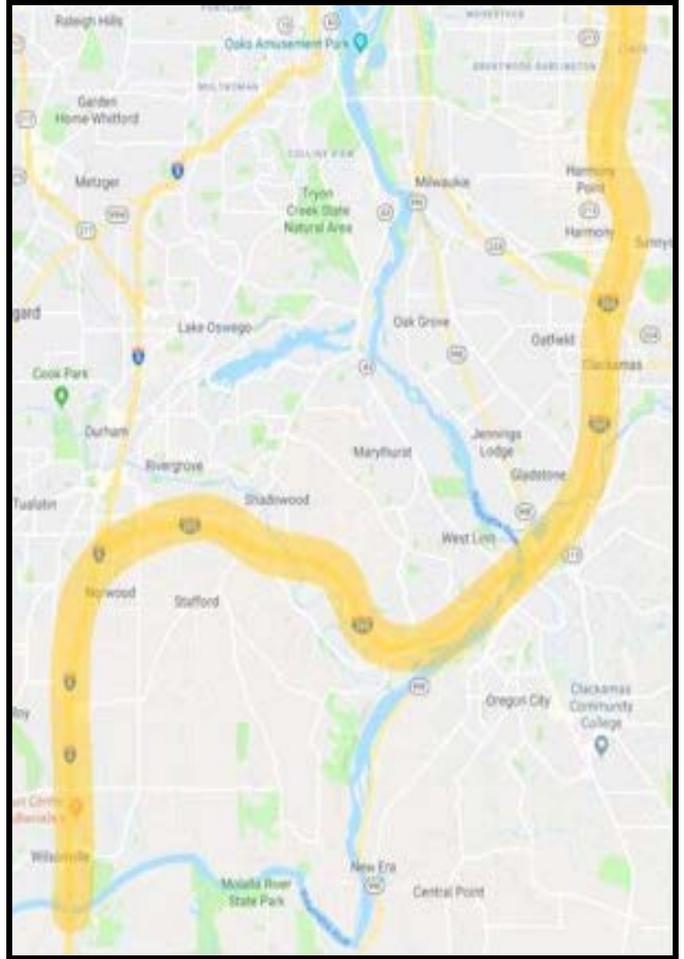
This is a planning phase project. Requires minimum local match of 10.27%. County is receiving \$400k of federal funding.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Project will be taken over by ODOT. Project discontinued.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        | Oct-19   |        |              |              |
| End Date          | Dec-22   |        |              |              |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$2,430              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$2,430                |
| <b>Total Project Revenues</b>          | <b>\$2,430</b>       | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,430</b>         |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$2,430              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$2,430                |
| <b>Total Project Expenditures</b>      | <b>\$2,430</b>       | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,430</b>         |

**Project Number:** 300320352  
**Project Name:** STAFFORD RD INTERSECTION SAFETY IMPROVEMENTS  
**Project Location:** Stafford & Gage, Stafford & Schatz  
**Map No:**

**Program:** 30202123-HB2017 Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** DISCONTINUED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will remove excess pavement at the intersections of Stafford Rd & Gage Rd and Stafford Rd & Schatz Rd that will result in realigned side street approaches.

**Project Justification:**

Traffic volumes on Stafford Rd have increased significantly in the last several years. The existing alignment of the project intersections encourages high speed turning movements that, when considering the high volumes and speeds on Stafford Rd, are a factor contributing to the risk of vehicle crashes. The project improvements will force vehicles to slow down when making turns from Stafford to the intersecting roads, which will contribute to a more safe environment for the traveling public.

**Impact on Operating Budget:**

This project is being funded through HB2017 + Road Fund.

**Environmental Impacts:**

This project will remove pavement which will reduce impervious paved area.

**Changes Since Last Plan:**

Project has been cancelled with Mike Bezner's approval



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-22 | Jul-22       | Jan-24       |
| End Date   |          | Dec-22 | Dec-23       | Jun-25       |

**Project Number:** 300320353  
**Project Name:** GUARDRAIL SYSTEM UPGRADES - SYSTEMIC  
**Project Location:** TBD  
**Map No:**

**Program:** 30202123-HB2017 Safety Projects  
**Project Manager(s):** Joseph Marek/Terry Abbott  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** DISCONTINUED

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Upgrade roadside guardrail to meet current ODOT and MASH standards. These are smaller guard rail projects to be constructed in-house by Bridge Shop personnel. Planned project is bridge rail upgrades on Maple Lane Bridge (06218). There should be work on a 2nd bridge, yet to be identified. This funding is an annual allocation for the guard rail update work.

**Project Justification:**

Reduction of fatal and injury crashes is a core goal of the County and upgrading guardrail to current crash performance standards helps with this goal.

**Impact on Operating Budget:**

There is not a significant increase to the operating budget once the updated systems are installed. The crash system will need to be maintained if damaged and delineation, if used, needs to be cleaned and kept visible.

**Environmental Impacts:**

None anticipated.

**Changes Since Last Plan:**

Project will be completed in-house. Project is discontinued.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-22 |              | Feb-23       |
| End Date   |          | Jan-25 |              | Jun-25       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |         |         |         |          | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|---------|---------|---------|----------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25 | 2025/26 | 2026/27 | 2027/28+ |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |         |         |         |          |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |         |         |         |          |                              |
| <b>Total Project Revenues</b>          | \$0                        | \$2,709                   | (\$2,709)                        | \$0                              | \$0     | \$0     | \$0     | \$0      | \$0                          |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |         |         |         |          |                              |
| 4 - Construction                       | \$0                        | \$2,709                   | (\$2,709)                        | \$0                              | \$0     | \$0     | \$0     | \$0      | \$0                          |
| <b>Total Project Expenditures</b>      | \$0                        | \$2,709                   | (\$2,709)                        | \$0                              | \$0     | \$0     | \$0     | \$0      | \$0                          |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320354  
**Project Name:** RECESSED REFLECTORIZED PAVEMENT MARKINGS  
**Project Location:** Rural area - see list below.  
**Map No:**

**Program:** 30202123-HB2017 Safety Projects  
**Project Manager(s):** Christian Snuffin/Ryan Hixson  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Installation of recessed reflectorized centerline buttons on arterial and collector roads that are not scheduled to be paved in the next 5 years. Project was cancelled in FY 22/23 due to bids being higher than \$100k budget, which will be applied to FY 23/24 project. Roads receiving this treatment in FY 23/24:

- 282nd Ave - OR212 to County Line
- 242nd Ave - OR212 to County Line
- Beavercreek Rd - OR211 to MP 7.82
- Airport Rd - Arndt Rd to Miley Rd
- Molalla Ave - OR213 to Molalla City Limits
- 232nd Dr - OR212 to OR224
- Orient Dr - US26 to County Line
- South End Rd - OR99E to Parrish Rd
- Compton Rd - US26 to Orient Drive
- 222nd Dr - OR212 to County line
- Hayden Rd - OR211 to Springwater Rd
- Kelso Rd - US26 to Bluff Rd
- Township Rd - Central Point Rd to Mulino Rd
- Leland Rd - Beavercreek Rd to O.C. city limits
- Tillstrom Rd - 242nd Ave to Foster Rd
- Bluff Rd - County Line to Sandy City Limits
- Firwood Rd - US26 to Wildcat Mountain Rd
- Compton Rd - Orient Drive to 362nd

**Project Justification:**

Recessed reflectorized pavements markings help guide drivers at night contributing to reductions in roadway departure crashes. This works towards achieving the BCC and MFR goal of eliminating fatal and serious injury crashes by 2035.

**Impact on Operating Budget:**

Using recessed buttons eliminates removal during snowplow operations so there is minimal impact on the operating budget once installed.

**Environmental Impacts:**

None anticipated.

**Changes Since Last Plan:**

Project postponed for FY 22/23 due to bids being in excess of the available budget. Funds moved to FY 23/24

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Dec-20 |              | Dec-20       |
| End Date   |          | Jun-25 |              | Jun-25       |



| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                 |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|-----------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25         | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                 |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                 |            |            |            |                        |
| Road Fund                              | \$956                | \$0                 | \$0                        | \$130,000                        | \$35,000        | \$0        | \$0        | \$0        | \$165,956              |
| <b>Total Project Revenues</b>          | <b>\$956</b>         | <b>\$0</b>          | <b>\$0</b>                 | <b>\$130,000</b>                 | <b>\$35,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$165,956</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                 |            |            |            |                        |
| 2 - Design                             | \$706                | \$0                 | \$0                        | \$10,000                         | \$5,000         | \$0        | \$0        | \$0        | \$15,706               |
| 4 - Construction                       | \$250                | \$0                 | \$0                        | \$120,000                        | \$30,000        | \$0        | \$0        | \$0        | \$150,250              |
| <b>Total Project Expenditures</b>      | <b>\$956</b>         | <b>\$0</b>          | <b>\$0</b>                 | <b>\$130,000</b>                 | <b>\$35,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$165,956</b>       |

**Project Number:** 300320359  
**Project Name:** JENNIFER RD & EVELYN RD SAFETY IMPROVEMENTS  
**Project Location:** SE Jennifer St and SE Evelyn St  
**Map No:**

**Program:** 30202123-HB2017 Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** COMPLETED

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

This project is identified in the Clackamas County Road Fund Safety Project list. The scope of this project is address safety at the signalized intersection by implementing the following:A. Add 2" reflective backplate strip for all signal heads to make signal more visible,B. Improve dilemma zone protection for all approaches by adding special radar detection system,C. Add signal ahead warning signs with street name rider

**Project Justification:**

This project will help ensure safe and healthy communities by improving roadway safety with proposed crash reduction countermeasures.

**Impact on Operating Budget:**

Funded by County Road Fund.

**Environmental Impacts:**

None anticipated.

**Changes Since Last Plan:**

Complete



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jan-20 |              | Feb-20       |
| End Date          |          | Jun-21 |              | Jun-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$83,783             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$83,783               |
| <b>Total Project Revenues</b>          | <b>\$83,783</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$83,783</b>        |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$2,254              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$2,254                |
| 4 - Construction                       | \$81,529             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$81,529               |
| <b>Total Project Expenditures</b>      | <b>\$83,783</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$83,783</b>        |

**Project Number:** 300320361  
**Project Name:** SUNNYSIDE RD AT SUNNYBROOK BLVD SAFETY IMPROVEM  
**Project Location:** SE Sunnyside Rd and SE Sunnybrook Blvd  
**Map No:**

**Program:** 30202123-HB2017 Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** COMPLETED

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

The scope of this project is address safety at the signalized intersection by implementing the following:A. Add 2" reflective backplate strip for all signal heads to make signal more visible,B. Improve dilemma zone protection all approaches by adding special radar detection system,C. Add signal ahead signs with street namesD: Improve communications to signals on Sunnybrook by connecting to nearby fiber communications

**Project Justification:**

This project will help ensure safe and healthy communities by improving roadway safety with proposed crash reduction countermeasures. Fiber communication with provide access to traffic signal performance measures

**Impact on Operating Budget:**

This project is being funded through HB2017 + Road Fund.

**Environmental Impacts:**

None anticipated

**Changes Since Last Plan:**

Complete



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jan-20 |              | Feb-20       |
| End Date          |          | Jun-21 |              | Jun-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$45,979             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$45,979               |
| <b>Total Project Revenues</b>          | <b>\$45,979</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$45,979</b>        |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$2,816              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$2,816                |
| 4 - Construction                       | \$43,163             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$43,163               |
| <b>Total Project Expenditures</b>      | <b>\$45,979</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$45,979</b>        |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320362  
**Project Name:** DRYLAND ROAD GUARDRAIL  
**Project Location:** Dryland Rd (51025) MP 5.2-MP 5.3  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Michael Ward  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

This project will design and install guardrail and MASH-compliant end treatments on approximately 400 feet of Dryland Rd between MP 5.20 and MP 5.30. The project will also fund the acquisition of right of way as this road segment was originally constructed outside of the right of way.

**Project Justification:**

There is a slight horizontal reverse curve on Dryland Rd that begins immediately south of a crest of a vertical curve at MP 5.3. There have been two serious crashes at this location in July and November of 2018. Both crashes involved southbound vehicles traveling at high speeds and, in both cases, the vehicles left the roadway after failing to negotiate the horizontal curve. The two crashes resulted in three fatalities and one serious injury. The county installed post-mounted delineators and enhanced warning signs after the first crash. Guardrail along this segment will prevent future vehicles from leaving the roadway, and will reduce the severity of future lane-departure crashes on this segment.

**Impact on Operating Budget:**

Bids received were higher than estimates. Additions funds have been added.

**Environmental Impacts:**

None identified. This project consists of guardrail installation which is not expected to have any environmental impacts.

**Changes Since Last Plan:**

Costs also increased to reflect bid recieved.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jul-19 | Apr-20       | May-23       |
| End Date          |          | Jun-20 | Jul-20       | Sep-23       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$56,347                   | \$0                       | \$209,000                        | \$200,000                        | \$0        | \$0        | \$0        | \$0        | \$465,347                    |
| <b>Total Project Revenues</b>          | <b>\$56,347</b>            | <b>\$0</b>                | <b>\$209,000</b>                 | <b>\$200,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$465,347</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$46,429                   | \$1,595                   | (\$1,595)                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$46,429                     |
| 3 - Right of Way                       | \$9,917                    | \$304                     | (\$304)                          | \$0                              | \$0        | \$0        | \$0        | \$0        | \$9,917                      |
| 4 - Construction                       | \$0                        | \$0                       | \$209,000                        | \$200,000                        | \$0        | \$0        | \$0        | \$0        | \$409,000                    |
| <b>Total Project Expenditures</b>      | <b>\$56,347</b>            | <b>\$1,899</b>            | <b>\$207,101</b>                 | <b>\$200,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$465,347</b>             |

**Project Number:** 300320363  
**Project Name:** OATFIELD ROAD FIBER COMM  
**Project Location:** Oatfield Rd  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** COMPLETED

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

This project expands fiber optic communication to three (3) County owned traffic signals along SE Oatfield Rd. Connectivity to these traffic signals (a. Oak Grove, b. Thiessen, c. Jennings) will be via existing Clackamas County Broadband eXpress (CBX) backbone fiber.

**Project Justification:**

This project is identified in Clackamas County ITS Plan. Fiber connection to existing signals will allow County traffic engineering and signal maintenance staff to remotely monitor, troubleshoot, and retrieve performance measures of the signal system.

**Impact on Operating Budget:**

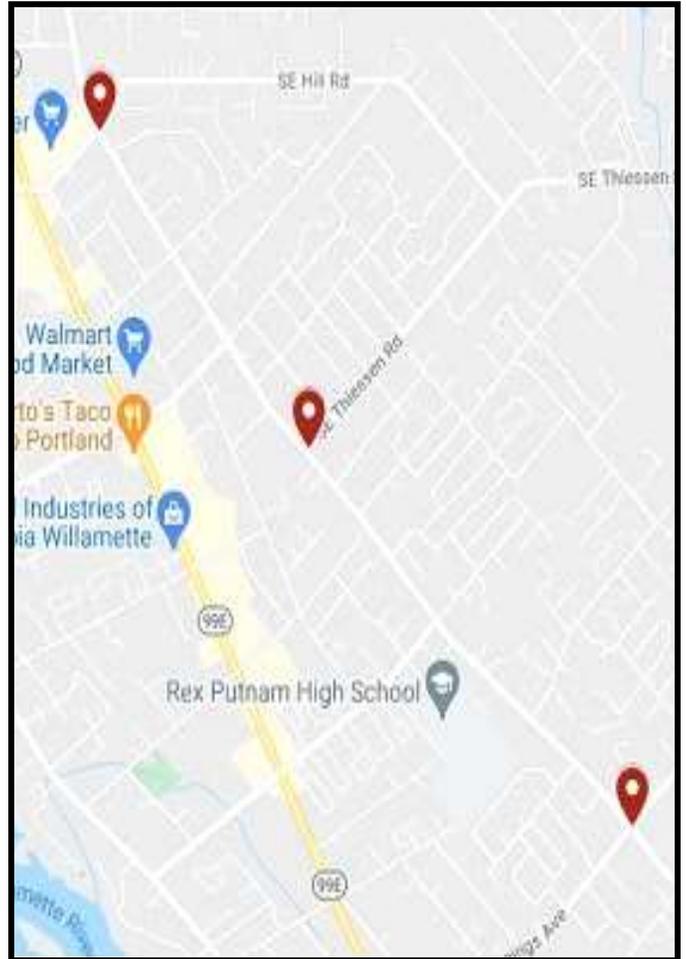
County DTD intends to use CBX group to deliver this project using design and build process. Estimate for CBX group to design and procure contract for fiber installation is approximately \$120,000. DTD staff cost during design and construction phase is estimated at \$10,000.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Complete



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jul-19 |              | Jan-21       |
| End Date          |          | Dec-20 |              | Jun-22       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$133,152                  | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$133,152                    |
| <b>Total Project Revenues</b>          | <b>\$133,152</b>           | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$133,152</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$323                      | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$323                        |
| 4 - Construction                       | \$134,774                  | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$134,774                    |
| <b>Total Project Expenditures</b>      | <b>\$135,098</b>           | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$135,098</b>             |

**Project Number:** 300320364  
**Project Name:** REDLAND RADAR SIGN PROJECT  
**Project Location:**  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Project consists of construction of two radar speed feedback signs on S. Redland Rd at the following approximate locations: - 500' west of Norman Ave, facing eastbound traffic - Immediately west of S Anna Mae Ln, facing westbound traffic.

**Project Justification:**

Radar speed feedback signs have measurable impact on vehicle speeds. The radar signs are expected to result in lower speeds, which will reduce the frequency and severity of vehicle crashes on this high-crash corridor.

**Impact on Operating Budget:**

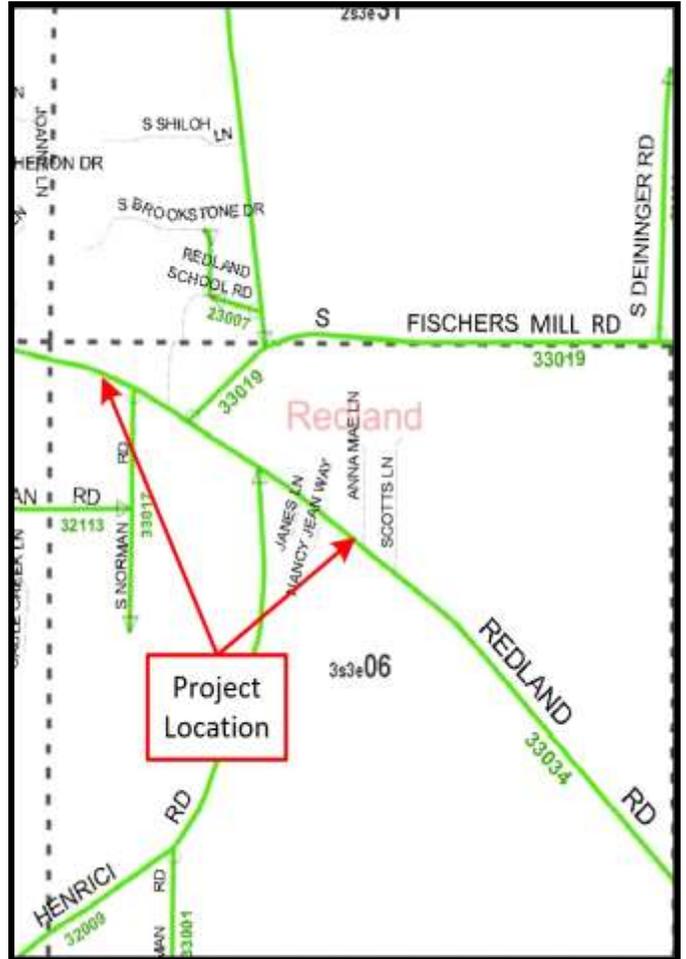
This project is funded by Road Fund

**Environmental Impacts:**

No impact

**Changes Since Last Plan:**

Updated project status - COMPLETE



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          |        |              | Jun-20       |
| End Date          |          |        |              | Dec-21       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$64,190             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$64,190               |
| <b>Total Project Revenues</b>          | <b>\$64,190</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$64,190</b>        |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 4 - Construction                       | \$64,190             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$64,190               |
| <b>Total Project Expenditures</b>      | <b>\$64,190</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$64,190</b>        |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300321305  
**Project Name:** CLACKAMAS CO REGIONAL ATC CONTROLLER & SIGNAL O  
**Project Location:** County wide  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

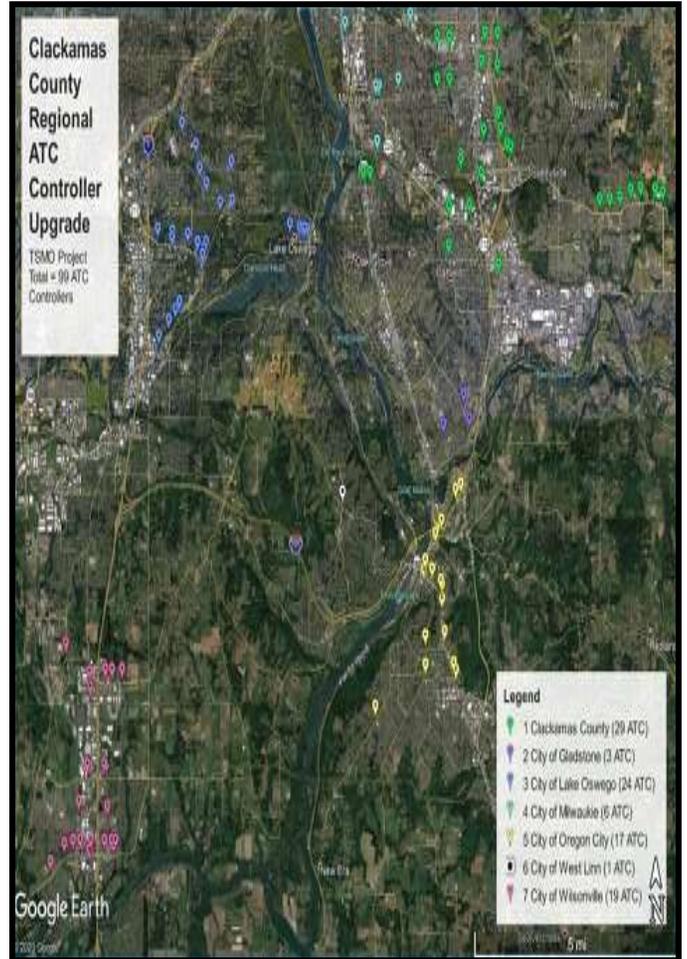
This project proposes to replace ninety-nine (99) older model 170/2070 traffic signal controllers to the latest Advanced Traffic Controllers (ATC). ATC Controllers are the latest national and state standards with more functionality and built-in performance software tools. Along with controller, local software, and central signal system upgrade, intersection signal timing will be optimized for all users. County will be the lead agency for this project.

**Project Justification:**

The justification for this project includes support by Metro's Transportation System Management and Operations (TSMO) Program. This project is a regional priority supported by the TransPort (Subcommittee of TPAC) recommendation Dec. 11, 2019. This project will serve a portion of unincorporated Clackamas County and areas within City of Lake Oswego, Wilsonville, Oregon City, Milwaukie, Gladstone, and West Linn. Communities within these area would be better served with reliable traffic signal system and improve travel time. With full deployment of ATC controllers with optimized signal timing, freight, transit, cars, bikes and pedestrians will have safer, more reliable travel. This project will enable traffic engineers to improve their use of the region's central traffic signal system. County and six local agencies will be addressing multimodal traffic management with optimized traffic signal timing and coordination using signal performance data from ATC and central traffic signal system reporting. Traffic operations will be alerted to traffic signal issues rather than relying on the public eventually calling operators to report a problem.

**Impact on Operating Budget:**

Total estimate for this project is \$820,103.00. Local match of 10.27% is \$84,225.00. Local agencies (Lake Oswego, Oregon City, Wilsonville, Milwaukie, Gladstone, and West Linn) has committed to contributing proportional match. Local Match Allocation: Clackamas (29.29%): \$24,671.85 Lake Oswego (24.24%): \$20,418.08 Oregon City (17.17%): \$14,462.81 Wilsonville (19.19%): \$16,164.31 Gladstone (3.03%): \$2,552.26 West Linn (1.01%): \$850.75



**Environmental Impacts:**

**Changes Since Last Plan:**

Updated dates moved funds to match

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          |        |              | Jan-21       |
| End Date   |          |        |              | Dec-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Charges for Services to Other          | \$0                  | \$0                 | \$29,059                   | \$30,494                         | \$0        | \$0        | \$0        | \$0        | \$59,553               |
| Road Fund                              | \$337                | \$0                 | \$11,874                   | \$12,461                         | \$0        | \$0        | \$0        | \$0        | \$24,672               |
| State Revenue                          | \$0                  | \$0                 | \$359,067                  | \$376,811                        | \$0        | \$0        | \$0        | \$0        | \$735,878              |
| <b>Total Project Revenues</b>          | <b>\$337</b>         | <b>\$0</b>          | <b>\$400,000</b>           | <b>\$419,766</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$820,103</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$0                  | \$0                 | \$150,000                  | \$146,663                        | \$0        | \$0        | \$0        | \$0        | \$296,663              |
| 2 - Design                             | \$0                  | \$88                | (\$88)                     | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    |
| 6 - Legal / Settlements                | \$337                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$337                  |
| 6 - Other                              | \$0                  | \$0                 | \$250,000                  | \$273,103                        | \$0        | \$0        | \$0        | \$0        | \$523,103              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300321305  
**Project Name:** CLACKAMAS CO REGIONAL ATC CONTROLLER & SIGNAL O  
**Project Location:** County wide  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |         |         |         |          | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|---------|---------|---------|----------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25 | 2025/26 | 2026/27 | 2027/28+ |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |         |         |         |          |                              |
| <b>Total Project Expenditures</b>      | \$337                      | \$88                      | \$399,912                        | \$419,766                        | \$0     | \$0     | \$0     | \$0      | \$820,103                    |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300323301  
**Project Name:** AIRPORT RD @ MILEY RD: TRAFFIC SAFETY & CAPACITY IM  
**Project Location:**  
**Map No:**

**Program:** 30202123-HB2017 Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Traffic control evaluation and interim improvements to benefit safety and capacity. Miley Road w/o Airport has about 12,000 ADT with 6,800 ADT on Airport and 8,200 on Miley e/o Airport. The intersection experiences congestion in the AM peak which has led to neighborhood cut-through traffic and it ranks high on the SPIS list. This project will take the first steps to determine best long term traffic control options for this intersection and also look at possible lower cost interim improvements that could be accomplished. It will be necessary to coordinate this project with the City of Wilsonville since the intersection is inside the City of Wilsonville, although the roads are County owned/maintained. ODOT also needs to be included since their ROW is just west of this intersection and it's fairly close to interchange I-5.

**Project Justification:**

This project will benefit both operations and safety.

**Impact on Operating Budget:**

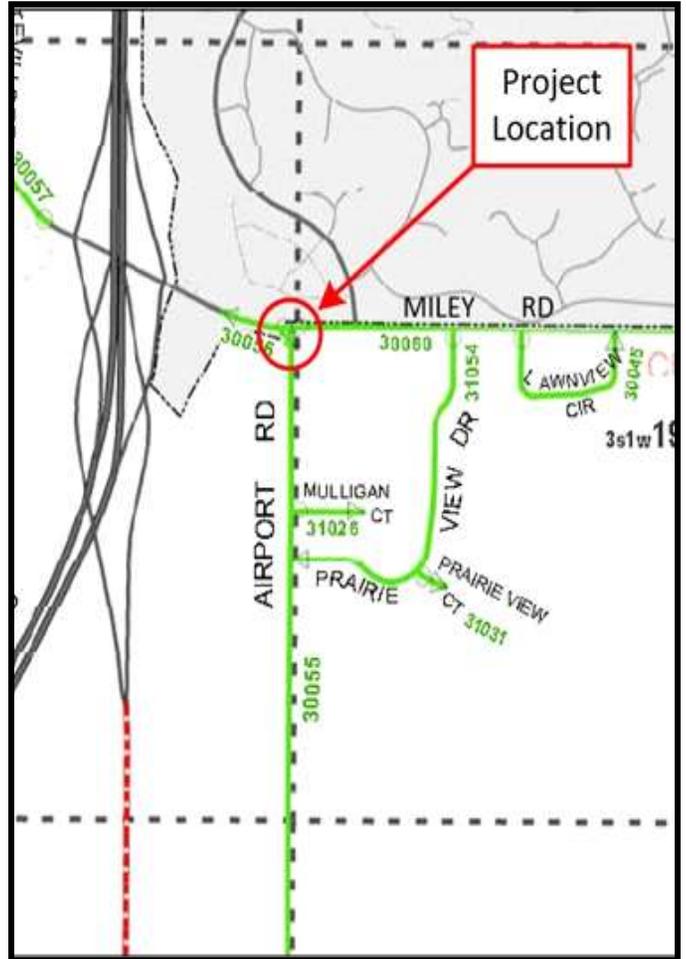
Any infrastructure built will need to be maintained, although Miley Road in this area is within the City of Wilsonville.

**Environmental Impacts:**

Not yet determined

**Changes Since Last Plan:**

Adjusted work scope. Planning and concept development will be done in separate project (Intersection Feasibility Study). \$120,000 from 22/23 and 23/24 fiscal years has been moved to Intersection Feasibility Study project



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          |        | Aug-23       | May-24       |
| End Date   |          |        | Jun-24       | Jun-25       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25          | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                  |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$111,000                        | \$315,000        | \$0        | \$0        | \$0        | \$426,000              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$111,000</b>                 | <b>\$315,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$426,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |
| 1 - Planning                           | \$0                  | \$664               | (\$664)                    | \$0                              | \$0              | \$0        | \$0        | \$0        | \$0                    |
| 3 - Right of Way                       | \$0                  | \$0                 | \$0                        | \$5,000                          | \$0              | \$0        | \$0        | \$0        | \$5,000                |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$106,000                        | \$315,000        | \$0        | \$0        | \$0        | \$421,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$664</b>        | <b>(\$664)</b>             | <b>\$111,000</b>                 | <b>\$315,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$426,000</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300323303  
**Project Name:** 82ND DRIVE & JENNIFER STREET SIGNAL REPLACEMENT  
**Project Location:** 82nd Dr and Jennifer St  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Joseph Marek/Joel Howie  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Reconstruct all ADA curb ramps at the intersection, replace span wire traffic signal with 3 signal poles with mast arms and conduit system, install pedestrian push buttons, grind and pave intersection

**Project Justification:**

The signal pole on the SW corner was knocked down. A temporary wood pole is currently being used. Pedestrian push buttons and ramps do not meet ADA requirements. Signal was built between 1989-1992. Signal nearing end of life.

**Impact on Operating Budget:**

None anticipated.

**Environmental Impacts:**

None anticipated

**Changes Since Last Plan:**

No Changes



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jul-22 |              | Jul-23       |
| End Date          |          | Jun-23 |              | Jun-24       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Fee In Lieu Of                         | \$0                        | \$0                       | \$0                              | \$37,500                         | \$0        | \$0        | \$0        | \$0        | \$37,500                     |
| Insurance Proceeds                     | \$0                        | \$0                       | \$0                              | \$50,000                         | \$0        | \$0        | \$0        | \$0        | \$50,000                     |
| Road Fund                              | \$0                        | \$0                       | \$300,000                        | \$1,014,540                      | \$0        | \$0        | \$0        | \$0        | \$1,314,540                  |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$300,000</b>                 | <b>\$1,102,040</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,402,040</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$0                        | \$4,496                   | \$295,504                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$300,000                    |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$1,102,040                      | \$0        | \$0        | \$0        | \$0        | \$1,102,040                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$4,496</b>            | <b>\$295,504</b>                 | <b>\$1,102,040</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,402,040</b>           |

**Project Number:** GR004  
**Project Name:** STAFFORD ROAD - SAFE STREETS FOR ALL GRANT  
**Project Location:** Stafford Road - Schatz to Ek  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Joseph Marek  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** DISCONTINUED

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

USDOT Safe Streets For All grant request (SS4A) - work on Stafford Road between 65th and Ek; Education campaign; Stafford - 65th- Schatz: Center rumble strips, vegetation/tree removal, enhanced curve warning signing near Blackberry Ln, removal of trees/utility poles in 10' clear zone, shoulder widening where possible with grading/compaction. Stafford - Schatz to Mountain - four-foot paved shoulder, center and shoulder rumble strips; safety edge, gavel shoulders, enhanced curve warning signing, variable speed limits. Stafford from Mountain to Ek - enhanced curve warning signs, center rumble strips, variable speed limits, high fracture surface treatment (HFST). Last part is an anti-speeding campaign based on the work done as part of putting your phone on "DO NOT DISTURB". Will use micro-targeting campaign focused on reducing fatal and serious injury crashes due to speed.

**Project Justification:**

Project will result in a reduction in fatal and serious injury crashes on the segment of Stafford Road between 65th and Ek Road, a 48% reduction in all crash types between 65 and Schatz, 61% reduction between Schatz and Mountain and a 73% reduction between Mountain and Ek..

**Impact on Operating Budget:**

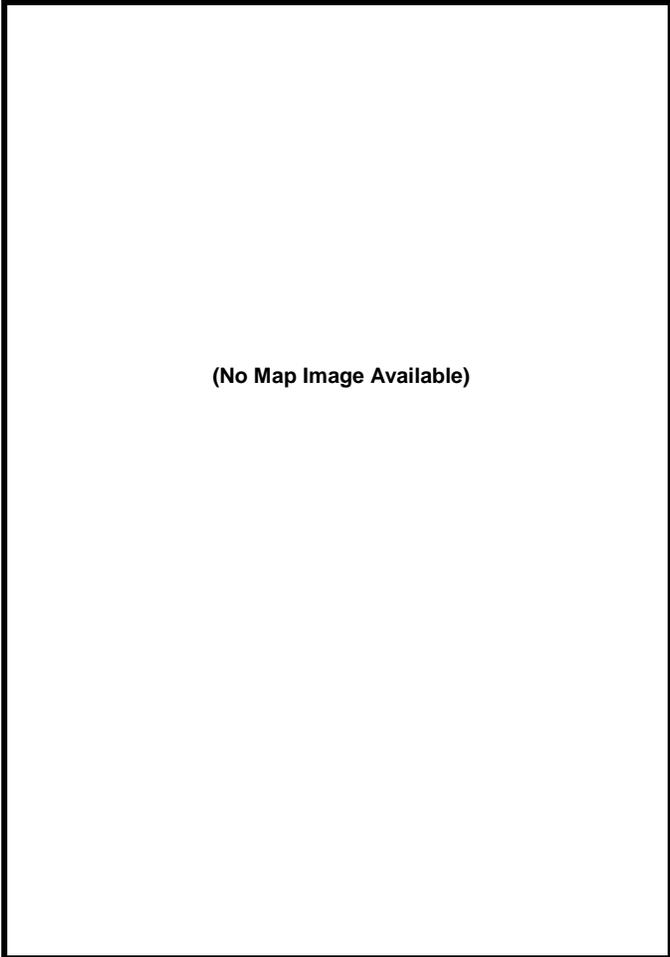
The total estimated cost is \$7,733,012 with a County match of \$1,546,602. All additional infrastructure such as pavement, signs, electronic devices will require maintenance.

**Environmental Impacts:**

Environmental evaluations will be completed as required.

**Changes Since Last Plan:**

Did not receive the grant- project cancelled.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Sep-23 | Jul-24       | Aug-25       |
| End Date   |          | Jul-24 | Jul-25       | Jun-26       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** GR005  
**Project Name:** ODOT DUI GRANT PLANNING PROJECT  
**Project Location:**  
**Map No:**

**Program:** 00-None  
**Project Manager(s):** Robert Sadowsky  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

The Clackamas County Drive to Zero Program will research and develop the concepts for a new marketing and communications campaign focused on reducing impaired driving by examining opportunities for intervention prior to someone having their first drink. A consultant would be hired to conduct research and develop future framework.

**Project Justification:**

This project will work to reduce the number of traffic fatalities and serious injuries due to distracted driving.

**Impact on Operating Budget:**

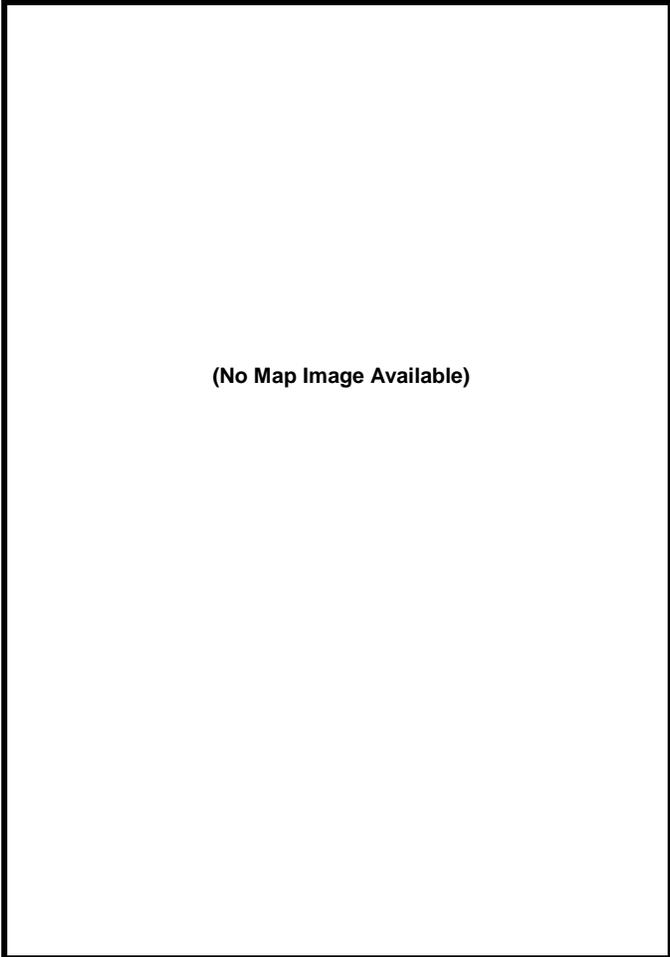
An ODOT DUI grant award will be submitted in June to fund this project. The only impact on the Operating Budget is a 20% match requirement. The grant award is \$50,000, which equates to \$14,548 match. Match requirement can be met with in-kind staff time. There is not other impact on Operating Budget.

**Environmental Impacts:**

N/A Marketing and Community Engagement

**Changes Since Last Plan:**

New Prospectus



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        | Oct-23   |        |              |              |
| End Date          | Sep-24   |        |              |              |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                 |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|-----------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25         | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                 |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                 |            |            |            |                              |
| Federal Capital Grants                 | \$0                        | \$0                       | \$0                              | \$37,500                         | \$12,500        | \$0        | \$0        | \$0        | \$50,000                     |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$10,911                         | \$3,637         | \$0        | \$0        | \$0        | \$14,548                     |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$48,411</b>                  | <b>\$16,137</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$64,548</b>              |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                 |            |            |            |                              |
| 1 - Planning                           | \$0                        | \$0                       | \$0                              | \$48,411                         | \$16,137        | \$0        | \$0        | \$0        | \$64,548                     |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$48,411</b>                  | <b>\$16,137</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$64,548</b>              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** GR006  
**Project Name:** POST-CRASH TRIAGE AND TRAUMA CARE  
**Project Location:**  
**Map No:**

**Program:** 00-None  
**Project Manager(s):** Robert Sadowsky  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

Clackamas County, as part of its safe systems approach to traffic safety, would work to build a comprehensive learning process. The development of this triage system for serious and fatal injury crashes would provide a template for other local agencies to conduct similar. The outcome of this grant is to research and recommend a strategic direction to build out a holistic triage system for serious and fatal crashes to better address social behaviors and engineering approaches to prevent future crashes and to develop a "postvention" support strategy to address trauma for families experiencing loss during fatal crashes. An important component of this crisis response work will also include creating a template that other local agencies could deploy to further their own Safe Systems strategies.

**Project Justification:**

The planning process will result in laying out key strategies for the County to improve processes, collaboration and be in a better position to reduce serious and fatal crashes for county residents.

**Impact on Operating Budget:**

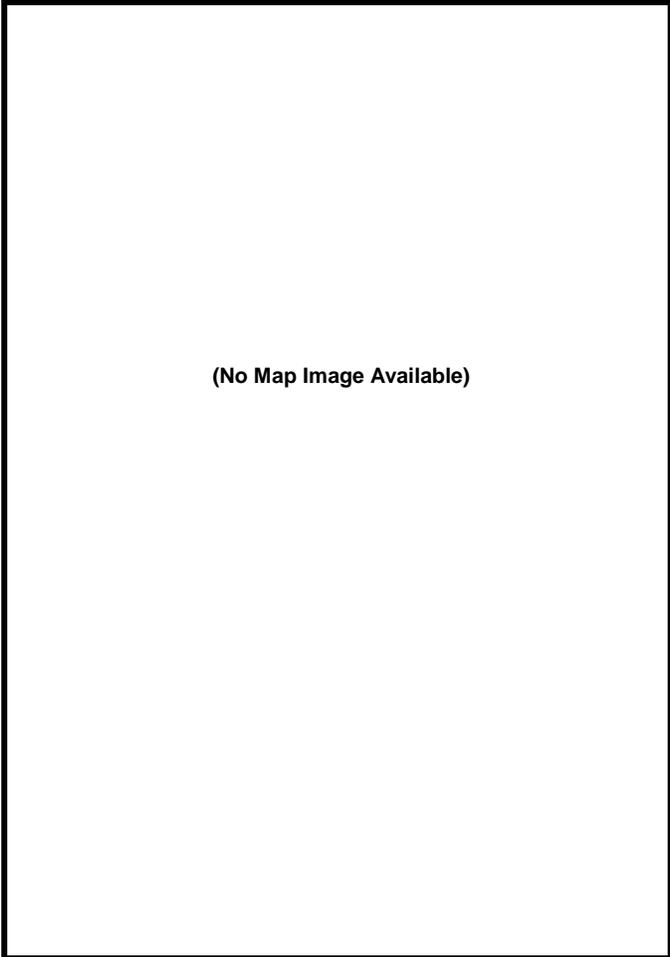
This project, if awarded, would start in the latter part of 2023. The funding does not require a match and would have no financial impact on the county's operating budget. A consultant would be hired to complete the planning and produce recommendations for the county.

**Environmental Impacts:**

N/A Planning

**Changes Since Last Plan:**

New Prospectus



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| Start Date               | Jul-23   |        |              |              |
| End Date                 | Jun-24   |        |              |              |

| <b>Project Budget:</b><br><i>Actuals recorded thru 3.20.2023</i> | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <b>Revenues:</b>   |                            |                           |                                  |                                  |            |            |            |            |                              |
| Federal Capital Grants   | \$0                        | \$0                       | \$0                              | \$107,000                        | \$0        | \$0        | \$0        | \$0        | \$107,000                    |
| <b>Total Project Revenues</b>                                    | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$107,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$107,000</b>             |
| <b>Expenditures:</b>   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 1 - Planning   | \$0                        | \$0                       | \$0                              | \$107,000                        | \$0        | \$0        | \$0        | \$0        | \$107,000                    |
| <b>Total Project Expenditures</b>                                | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$107,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$107,000</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** GR007  
**Project Name:** ODOT PEDESTRIAN SAFETY YEAR 2 AND 3  
**Project Location:**  
**Map No:**

**Program:** 00-None  
**Project Manager(s):** Robert Sadowsky  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

The Clackamas County Drive to Zero Program and its Safe Routes to School Program propose to collaborate on a pedestrian safety campaign in partnership with local towns, police districts and business districts to address the problem of failure to yield at a crosswalk for pedestrians. We will work closely with ODOT's pedestrian safety team to develop materials and hold supported events targeting those areas in the County that have the greatest number of pedestrian crashes and in areas that have higher rates of pedestrian crossings.

**Project Justification:**

This project will work to reduce the number of pedestrian fatalities and serious injuries due to traffic crashes in the county.

**Impact on Operating Budget:**

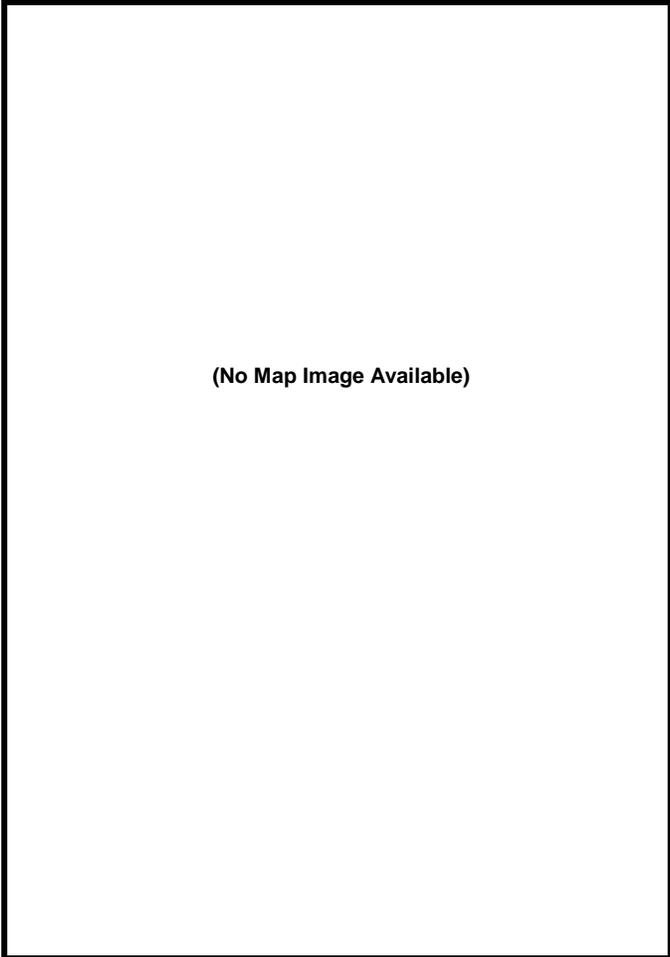
An ODOT Pedestrian Safety grant award was obtained to fund this project. The only impact on the Operating Budget is a 20% match requirement. The grant award is \$75,000, which equates to \$19,126. Match requirement can be met with in-kind staff time. There is no other impact on Operating Budget.

**Environmental Impacts:**

N/A Marketing and Community Engagement

**Changes Since Last Plan:**

New Prospectu



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        | Oct-22   |        |              |              |
| End Date          | Sep-23   |        |              |              |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Federal Capital Grants                 | \$0                        | \$0                       | \$56,250                         | \$18,750                         | \$0        | \$0        | \$0        | \$0        | \$75,000                     |
| Road Fund                              | \$0                        | \$0                       | \$14,345                         | \$4,781                          | \$0        | \$0        | \$0        | \$0        | \$19,126                     |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$70,595</b>                  | <b>\$23,531</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$94,126</b>              |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 1 - Planning                           | \$0                        | \$0                       | \$70,595                         | \$23,531                         | \$0        | \$0        | \$0        | \$0        | \$94,126                     |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$70,595</b>                  | <b>\$23,531</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$94,126</b>              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** GR008  
**Project Name:** ODOT SAFE COMMUNITIES DUIC  
**Project Location:**  
**Map No:**

**Program:** 00-None  
**Project Manager(s):** Robert Sadowsky  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

The Clackamas County Drive to Zero Program will implement the marketing and communications campaign developed in 2021/2022 that focused on reducing driving while using marijuana in partnership with Clackamas County's Health, Housing and Human Services department, Montana State University's Center for Health and Safety, OLCC, and ODOT.

**Project Justification:**

This project will work to reduce the number of traffic fatalities and serious injuries due to driving under the influence of marijuana involved crashes in the county.

**Impact on Operating Budget:**

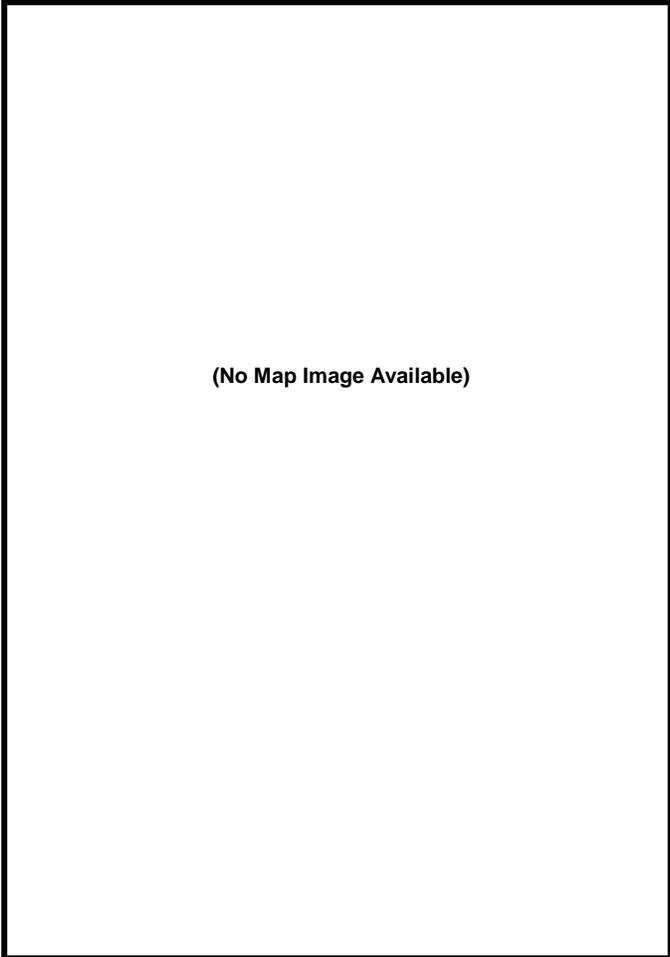
An ODOT Safe Communities grant award was obtained to fund this project. The only impact on the Operating Budget is a 20% match requirement. The grant award is \$50,000, which equates to \$14,548 match. Match requirement can be met with in-kind staff time. There is not other impact on Operating Budget.

**Environmental Impacts:**

N/A Marketing and Community Engagement

**Changes Since Last Plan:**

New Prospectus



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        | Oct-22   |        |              |              |
| End Date          | Sep-23   |        |              |              |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Federal Capital Grants                 | \$0                        | \$0                       | \$37,500                         | \$12,500                         | \$0        | \$0        | \$0        | \$0        | \$50,000                     |
| Road Fund                              | \$0                        | \$0                       | \$10,911                         | \$3,637                          | \$0        | \$0        | \$0        | \$0        | \$14,548                     |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$48,411</b>                  | <b>\$16,137</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$64,548</b>              |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 1 - Planning                           | \$0                        | \$0                       | \$48,411                         | \$16,137                         | \$0        | \$0        | \$0        | \$0        | \$64,548                     |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$48,411</b>                  | <b>\$16,137</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$64,548</b>              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** GR009  
**Project Name:** ODOT PEDESTRIAN SAFETY YEAR 4  
**Project Location:**  
**Map No:**

**Program:** 00-None  
**Project Manager(s):** Robert Sadowsky  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

The Clackamas County Drive to Zero Program and its Safe Routes to School Program will continue to collaborate on a pedestrian safety campaign in partnership with local towns, police districts and business districts to address the problem of failure to yield at a crosswalk for pedestrians. We will work closely with ODOT's pedestrian safety team to develop materials and hold supported events targeting those areas in the County that have the greatest number of pedestrian crashes and in areas that have higher rates of pedestrian crossings.

**Project Justification:**

This project will work to reduce the number of pedestrian fatalities and serious injuries due to traffic crashes in the county.

**Impact on Operating Budget:**

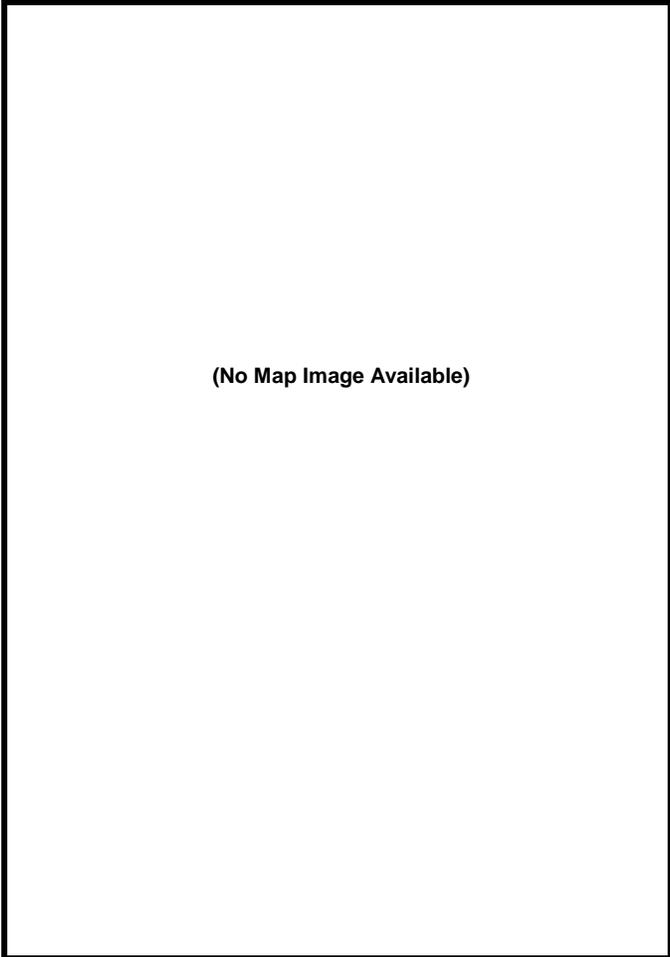
An ODOT Pedestrian Safety grant award will be submitted in June to fund this project. The only impact on the Operating Budget is a 20% match requirement. The grant award is \$75,000, which equates to \$19,126. Match requirement can be met with in-kind staff time. There is not other impact on Operating Budget.

**Environmental Impacts:**

N/A Marketing and Community Engagement

**Changes Since Last Plan:**

New Prospectus



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        | Oct-23   |        |              |              |
| End Date          | Sep-24   |        |              |              |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                 |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|-----------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25         | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                 |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                 |            |            |            |                              |
| Federal Capital Grants                 | \$0                        | \$0                       | \$0                              | \$56,250                         | \$18,750        | \$0        | \$0        | \$0        | \$75,000                     |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$14,345                         | \$4,781         | \$0        | \$0        | \$0        | \$19,126                     |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$70,595</b>                  | <b>\$23,531</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$94,126</b>              |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                 |            |            |            |                              |
| 1 - Planning                           | \$0                        | \$0                       | \$0                              | \$70,595                         | \$23,531        | \$0        | \$0        | \$0        | \$94,126                     |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$70,595</b>                  | <b>\$23,531</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$94,126</b>              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** GR010  
**Project Name:** ODOT SAFE COMMUNITIES EXPECT THE UNEXPECTED  
**Project Location:**  
**Map No:**

**Program:** 00-None  
**Project Manager(s):** Robert Sadowsky  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

The Clackamas County Drive to Zero Program will research and develop the concepts for a new marketing and communications campaign focused on reducing distracted driving by encouraging drivers to Expect the Unexpected. A consultant would be hired to conduct research and develop future framework.

**Project Justification:**

This project will work to reduce the number of traffic fatalities and serious injuries due to distracted driving.

**Impact on Operating Budget:**

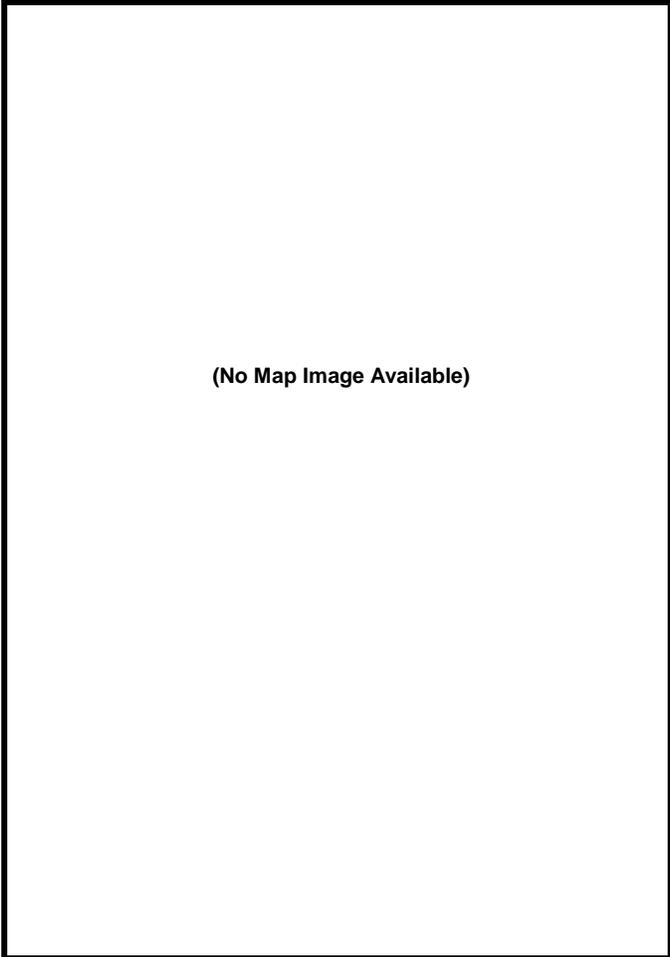
An ODOT Safe Communities grant award will be submitted in June to fund this project. The only impact on the Operating Budget is a 20% match requirement. The grant award is \$50,000, which equates to \$14,548 match. Match requirement can be met with in-kind staff time. There is not other impact on Operating Budget.

**Environmental Impacts:**

N/A Marketing and Community Engagement

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date | Oct-23   |        |              |              |
| End Date   | Sep-24   |        |              |              |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                 |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|-----------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25         | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                 |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                 |            |            |            |                              |
| Federal Capital Grants                 | \$0                        | \$0                       | \$0                              | \$37,500                         | \$12,500        | \$0        | \$0        | \$0        | \$50,000                     |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$10,911                         | \$3,637         | \$0        | \$0        | \$0        | \$14,548                     |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$48,411</b>                  | <b>\$16,137</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$64,548</b>              |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                 |            |            |            |                              |
| 1 - Planning                           | \$0                        | \$0                       | \$0                              | \$48,411                         | \$16,137        | \$0        | \$0        | \$0        | \$64,548                     |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$48,411</b>                  | <b>\$16,137</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$64,548</b>              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** GR011  
**Project Name:** TSAP UPDATE 2024  
**Project Location:**  
**Map No:**

**Program:** 00-None  
**Project Manager(s):** Robert Sadowsky  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

The goal of this project is to continue with the efforts to update the County's Transportation Safety Action Plan (TSAP) which was first adopted in 2012 and more recently updated in 2019. This update will focus on a safe-systems approach to reducing serious and fatal traffic crashes along with integrating equity and public health as key factors throughout out the plan.

**Project Justification:**

This project will work to reduce the number of traffic fatalities and serious injuries due to distracted driving.

**Impact on Operating Budget:**

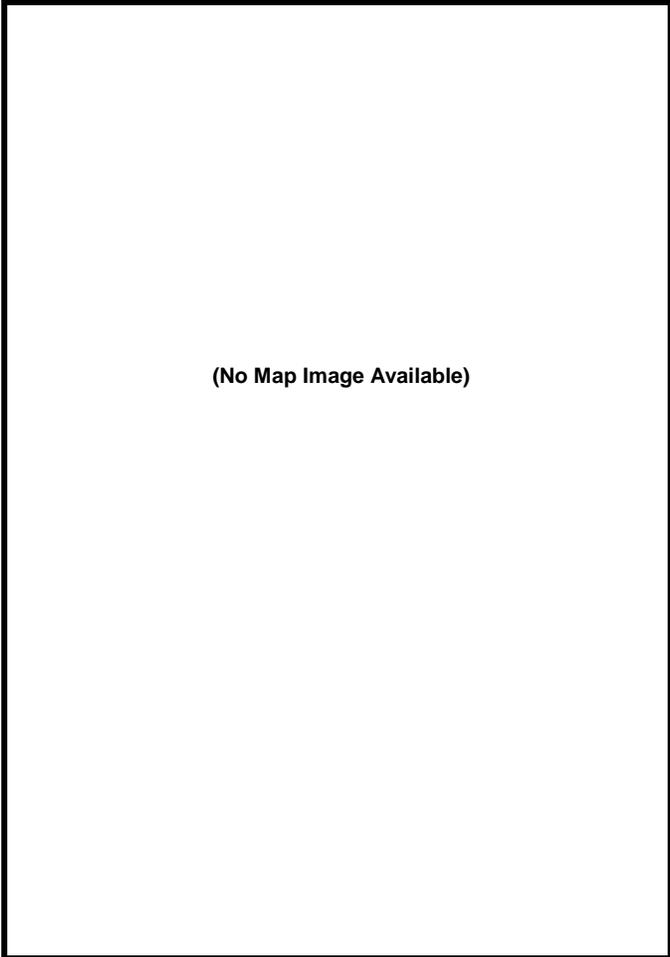
An ODOT planning grant proposal will be submitted in June to fund this project. The project will begin in FY2024 and continue through the following fiscal year. The only impact on the Operating Budget is a 20% match requirement. The grant request will be for \$150,000, which equates to \$30,000 match. Match requirement can be met with in-kind staff time. There is not other impact on Operating Budget.

**Environmental Impacts:**

N/A Planning

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date | Jan-24   |        |              |              |
| End Date   | Sep-25   |        |              |              |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |            |            |            |                              |
| Federal Capital Grants                 | \$0                        | \$0                       | \$0                              | \$40,000                         | \$80,000         | \$0        | \$0        | \$0        | \$120,000                    |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$10,000                         | \$20,000         | \$0        | \$0        | \$0        | \$30,000                     |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$50,000</b>                  | <b>\$100,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$150,000</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |            |            |            |                              |
| 1 - Planning                           | \$0                        | \$0                       | \$0                              | \$50,000                         | \$100,000        | \$0        | \$0        | \$0        | \$150,000                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$50,000</b>                  | <b>\$100,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$150,000</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** S2027  
**Project Name:** CLACKAMAS COUNTY SIGNAL DETECTION UPGRADES  
**Project Location:** 6 Locations: Oatfield & Roethe, 122nd & Summers, 172nd & Roc  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Replace end of life/no longer supported traffic signal video detection systems at 6 intersections with Wavetronix radar detection system.

**Project Justification:**

Reliable and accurate vehicle detection is required for proper traffic signal operation. Accurate detection is needed to minimize vehicle delay and improve transportation safety. Video detection is no longer supported by the vendor and some of the video detection is failing with no replacement parts available.

**Impact on Operating Budget:**

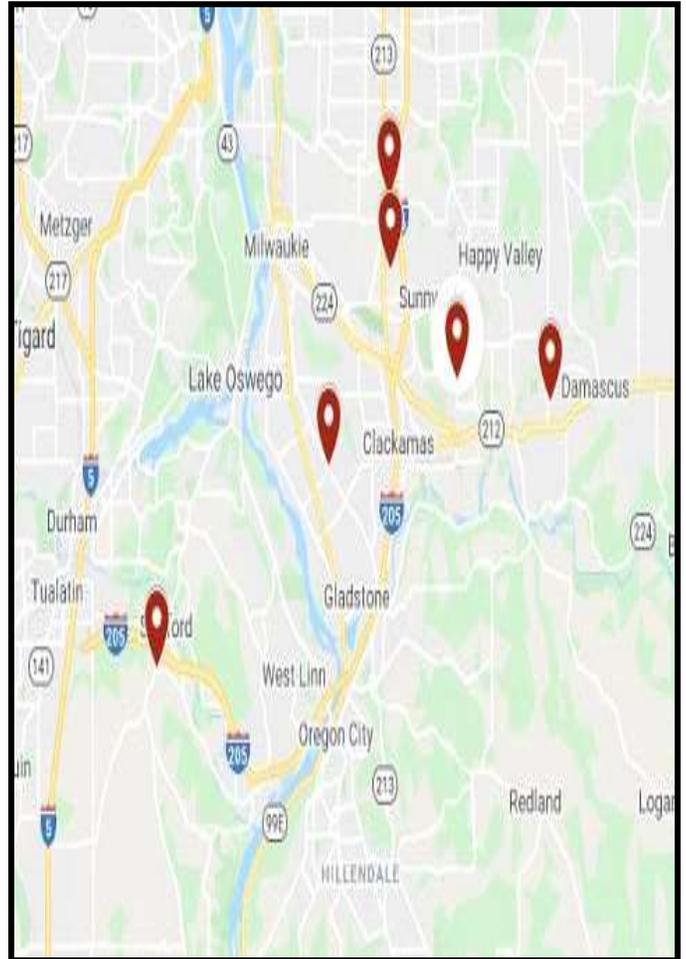
None anticipated.

**Environmental Impacts:**

None anticipated

**Changes Since Last Plan:**

Updated dates and funding years



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jan-23 |              | Sep-23       |
| End Date          |          | Aug-23 |              | Jun-24       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$40,000                   | \$544,220                        | \$0        | \$0        | \$0        | \$0        | \$584,220              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$40,000</b>            | <b>\$544,220</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$584,220</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$0                  | \$0                 | \$40,000                   | \$35,000                         | \$0        | \$0        | \$0        | \$0        | \$75,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$509,220                        | \$0        | \$0        | \$0        | \$0        | \$509,220              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$40,000</b>            | <b>\$544,220</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$584,220</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** S2028  
**Project Name:** CLACKAMAS COUNTY SCHOOL BEACON UPGRADES  
**Project Location:** 7 Locations (13 beacons): Courtney Ave at Oak Grove Elem., Riv  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

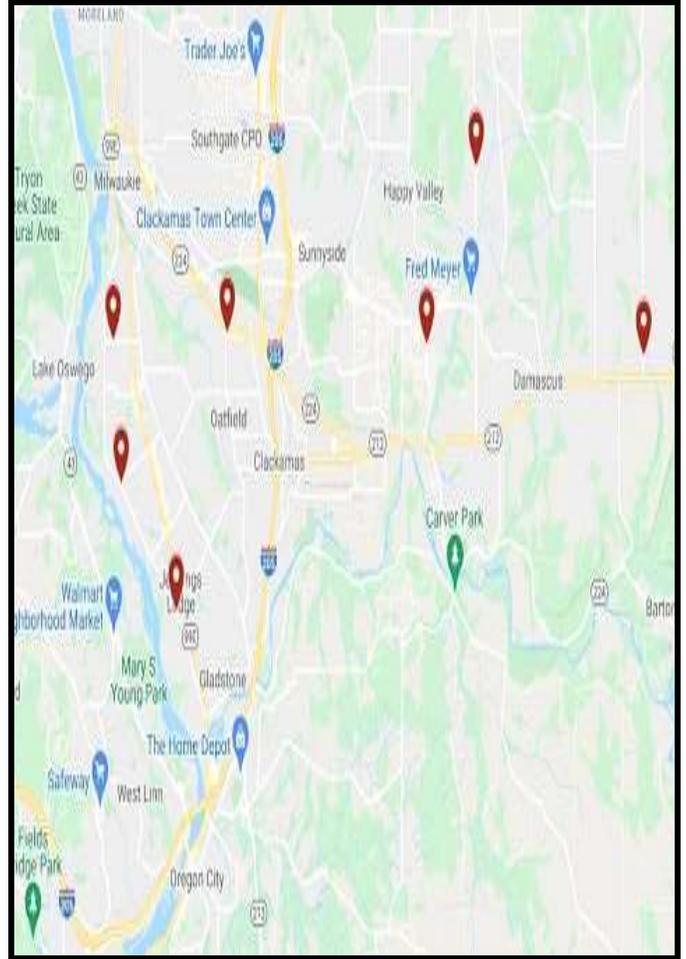
**Project Description/Scope:**  
 Upgrade solar powered school flashing beacons to AC power.

**Project Justification:**  
 AC power to school flashing beacons is needed to improve safety and reliability during the school year. On multiple consecutive non-sunny days, the solar powered school flashing beacons have difficulty maintaining adequate power to operate reliably. This presents situations where the beacons may not turn on due to inadequate power and increases maintenance needs for monitoring and battery swap outs. This creates a tremendous demand on limited Traffic Signal Maintenance Staff to change out batteries on the flashers.

**Impact on Operating Budget:**  
 Less Traffic Maintenance personnel time to change out batteries and less Traffic Safety Staff time fielding calls about non-operational flashers.

**Environmental Impacts:**  
 None anticipated

**Changes Since Last Plan:**  
 Updated dates and fund years



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jan-23 |              | Sep-23       |
| End Date          |          | Aug-23 |              | Jun-24       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$40,000                   | \$538,680                        | \$0        | \$0        | \$0        | \$0        | \$578,680              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$40,000</b>            | <b>\$538,680</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$578,680</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$0                  | \$0                 | \$40,000                   | \$35,000                         | \$0        | \$0        | \$0        | \$0        | \$75,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$503,680                        | \$0        | \$0        | \$0        | \$0        | \$503,680              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$40,000</b>            | <b>\$538,680</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$578,680</b>       |

**Project Number:** S2029  
**Project Name:** 82nd Dr and Fred Meyer North Signal Replacement  
**Project Location:** 82nd Dr and Fred Meyer North  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Joseph Marek/Joel Howie  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** DISCONTINUED

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Reconstruct all ADA curb ramps at the intersection, replace span wire traffic signal with 4 signal poles with mast arms and conduit system, install pedestrian push buttons, grind and pave intersection

**Project Justification:**

Pedestrian push buttons and ramps do not meet ADA requirements. Signal was built ~1988. Signal is reaching end of life.

**Impact on Operating Budget:**

None anticipated.

**Environmental Impacts:**

None anticipated

**Changes Since Last Plan:**

Project Discontinued



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-24 |              | Jul-25       |
| End Date   |          | Jun-25 |              | Jun-26       |

**Project Number:** S2031  
**Project Name:** 82nd Dr and Fred Meyer South Signal Replacement  
**Project Location:** 82nd Dr and Fred Meyer South Signal Replacement  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Joseph Marek/Joel Howie  
**Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Current Status:** DISCONTINUED

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Reconstruct all ADA curb ramps at the intersection, replace span wire traffic signal with 4 signal poles with mast arms and conduit system, install pedestrian push buttons, grind and pave intersection

**Project Justification:**

Pedestrian push buttons and ramps do not meet ADA requirements. Signal was built ~1988. Signal is reaching end of life.

**Impact on Operating Budget:**

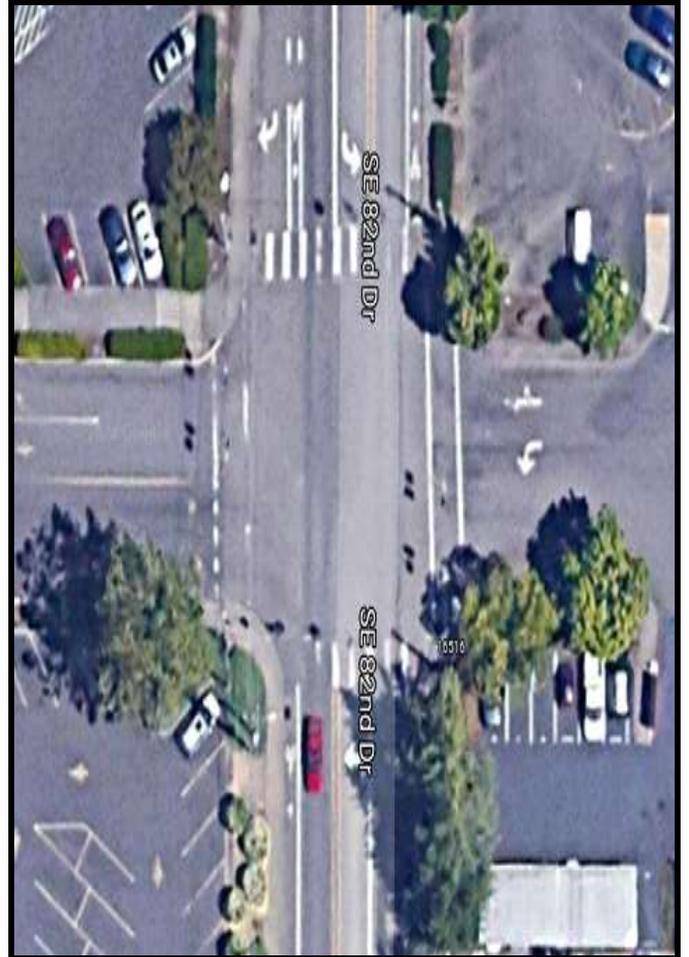
None anticipated.

**Environmental Impacts:**

None anticipated

**Changes Since Last Plan:**

Project Discontinued



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-26 |              | Jul-27       |
| End Date   |          | Jun-27 |              | Jun-28       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** S2301 **Program:** 30202123-HB2017 Safety Projects  
**Project Name:** INTERSECTION FEASIBILITY STUDIES: SIX INTERSECTIONS **Project Manager(s):** Christian Snuffin  
**Project Location:** VARIOUS LOCATIONS COUNTYWIDE **Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Map No:** **Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Project will consist of feasibility reports for six County interseptions:

- Airport Rd & Miley Rd
- Barlow Rd & Arndt Rd
- Beavercreek Rd & Leland Rd/Kamrath Rd
- Bluff Rd & 327th Ave
- Redland Rd & Holly Ln
- Molalla Ave & Vaughan

The study will investigate current operations, safety and geometry at each intersection, and will develop preferred alternatives to a preliminary design level.

**Project Justification:**

Each of the project interseptions have unique safety, operational or geometric challenges that have defied easy solutions. This project will develop potential modifications to address the specific challenges, and it will provide actionable project scopes for project planning and budgeting purposes.

**Impact on Operating Budget:**

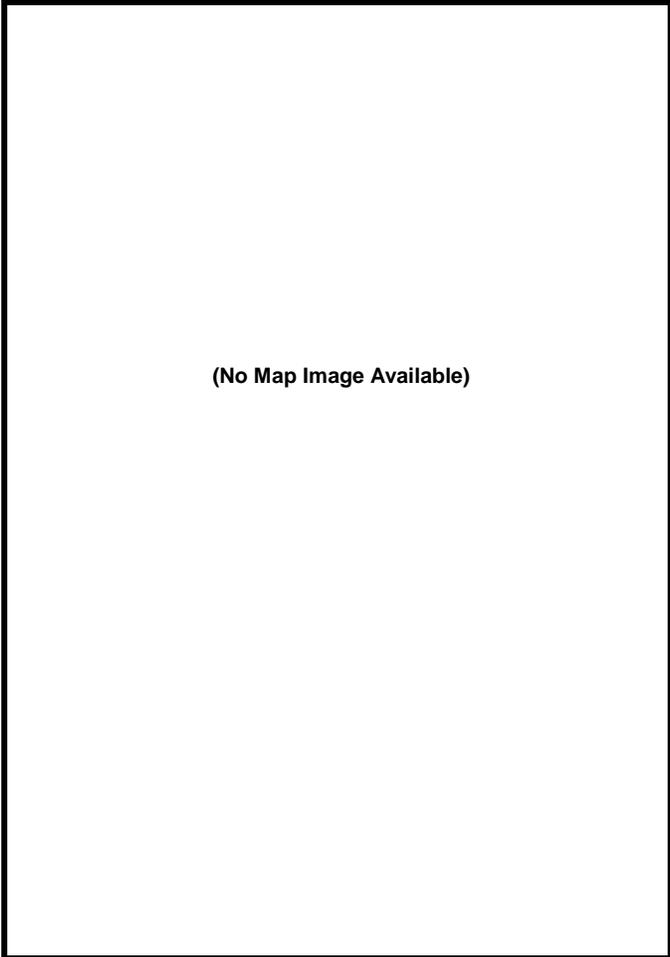
Any infrastructure built will need to be maintained. Little if any new pavement will be needed. However, there may be new electrical equipment, such as traffic signals, flashing beacons, radar-activated signs, etc. Project is being paid by HB2017 Safety Funds.

**Environmental Impacts:**

None - this project funds project development and preliminary design only

**Changes Since Last Plan:**

New Project



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| Start Date               | Jan-23   | Mar-23 |              |              |
| End Date                 | Sep-23   | Jun-24 |              |              |

| <b>Project Budget:</b>                 | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$70,000                         | \$50,000                         | \$0        | \$0        | \$0        | \$0        | \$120,000                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$70,000</b>                  | <b>\$50,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$120,000</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 1 - Planning                           | \$0                        | \$0                       | \$55,000                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$55,000                     |
| 2 - Design                             | \$0                        | \$0                       | \$15,000                         | \$50,000                         | \$0        | \$0        | \$0        | \$0        | \$65,000                     |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$70,000</b>                  | <b>\$50,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$120,000</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

|  |  |
|--|--|
| <b>Project Number:</b> S2302   | <b>Program:</b> 30202123-HB2017 Safety Projects      |
| <b>Project Name:</b> CANBY-MARQUAM HWY MP 5.05 - MP 5.35 SAFETY IMPROV | <b>Project Manager(s):</b> Christian Snuffin         |
| <b>Project Location:</b>   | <b>Budgeted in Dept:</b> 215-300302 (Traffic Safety) |
| <b>Map No:</b>   | <b>Current Status:</b> ACTIVE                        |

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

This project will design and construct various safety improvements on Canby-Marquam Hwy between approximately MP 5.05 and MP 5.45, which comprises a windy segment that lies largely south of Kraxberger Rd. Safety improvements will consist of high friction surface treatment (HFST) from approx MP 5.05 to MP 5.35\*, updated ball-banking to verify safe curve speeds, two radar-activated perimeter LED curve warning signs, and other warning sign enhancements, such as larger chevrons and reflective post strips

\* HFST will require 2" pavement grind and overlay to establish adequate surface for HFST adhesion and longevity

**Project Justification:**

In the last five years for which crash data is available (2016-2020) there were 14 crashes (including nine injury crashes) on Canby-Marquam Hwy MP 5.08 - MP 5.37. This milepost range generally brackets a horizontal curve with a 35 mph advisory speed. The road condition was noted "wet" on over 85% of the reported crashes (12 of 14). Road departure crashes also comprise 12 of the 14 crashes. The frequency and severity of crashes is significantly higher than on comparable roadway segments.

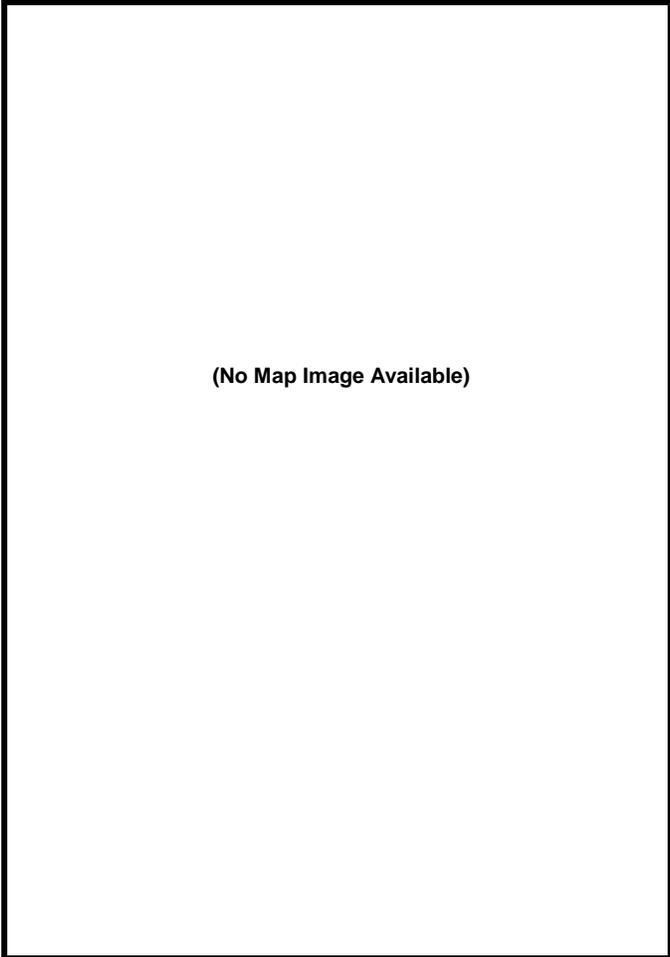
The preponderance of both road departure crashes and wet pavement conditions strongly indicate that increased pavement friction is an appropriate countermeasure. HFST is a proven safety countermeasure that has been shown to dramatically reduce wet weather road departure crashes. Additional project components, such as enhanced and radar activated warning signs, are also proven low-cost safety countermeasures.

**Impact on Operating Budget:**

This project will be funded by HB 2017 safety funds.

**Environmental Impacts:**

Project will take place on existing paved surface only and sign installation so environmental impacts will be negligible



**Changes Since Last Plan:**

New Project

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-23 |              | Jul-23       |
| End Date   |          | Dec-23 |              | Jun-25       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25          | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                  |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$30,000                   | \$220,000                        | \$220,000        | \$0        | \$0        | \$0        | \$470,000              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$30,000</b>            | <b>\$220,000</b>                 | <b>\$220,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$470,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |
| 2 - Design                             | \$0                  | \$0                 | \$30,000                   | \$0                              | \$0              | \$0        | \$0        | \$0        | \$30,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$220,000                        | \$220,000        | \$0        | \$0        | \$0        | \$440,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$30,000</b>            | <b>\$220,000</b>                 | <b>\$220,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$470,000</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** S2401 **Program:** 30202123-HB2017 Safety Projects  
**Project Name:** KNIGHTS BRIDGE & ARNDT SAFETY IMPROVEMENT PROJE **Project Manager(s):** Ioana Cosma  
**Project Location:** **Budgeted in Dept:** 215-300302 (Traffic Safety)  
**Map No:** **Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Install supplemental signal head at Arndt / Knights Bridge to increase diver visibility and driver reaction. Install advanced intersection queue warning system with queue detection and actuated warning sign to increase driver awareness of vehicles present and reduce the opportunity for rear end vehicle crashes. Install additional signal ahead signs and add supplemental pavement markings.  
 Project will look at moving 45mph zone 1000 feet or more into the tangent section of the roadway.

**Project Justification:**

The detailed crash summary report shows 90 percent of crashes at this intersection are rear-end crashes. Some of the proven effective countermeasures are installation of supplemental heads, installation of supplemental signage and installion of a advance intersection queue warning system. The advanced intersection queue warning sytem would be detection based to reliably and accuratly detectect vehicles stopped in the curve/intersection queue.

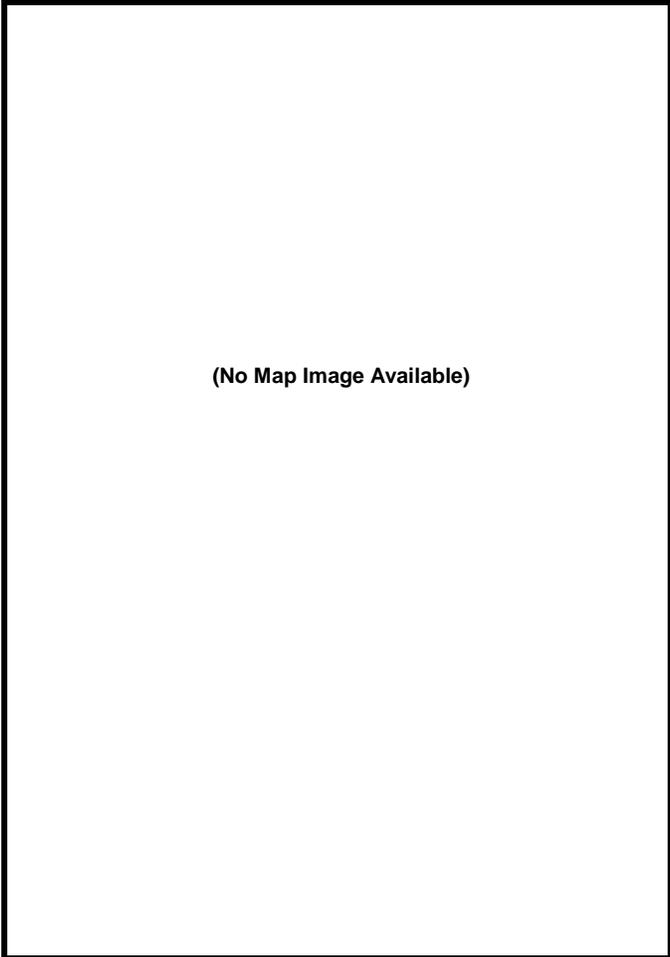
**Impact on Operating Budget:**

**Environmental Impacts:**

None anticipated.

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-23 |              | Jan-24       |
| End Date   |          | Dec-23 |              | Dec-24       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$230,000                        | \$170,000                        | \$0        | \$0        | \$0        | \$0        | \$400,000                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$230,000</b>                 | <b>\$170,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$400,000</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$75,000                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$75,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$155,000                        | \$170,000                        | \$0        | \$0        | \$0        | \$0        | \$325,000                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$230,000</b>                 | <b>\$170,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$400,000</b>             |

**Project Number:** 22238  
**Project Name:** ADA RAMPS  
**Project Location:** Oak Grove Blvd.  
**Map No:**

**Program:** 30202040-ADA Improvements - Titt  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** COMPLETED

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

In accordance with the Americans with Disabilities Act, the County is implementing curb ramp upgrades at various intersections to comply with ADA law. Evaluation of various ramps is on-going and a priority list of ramps for improvement is being developed. The proposed project for FY2016/17 through 2019/20 will improve 22 curb ramps on Oak Grove Blvd between River Road and Oak Court and provide 2 pedestrian crossings with median islands.

**Project Justification:**

Various curb ramps throughout the County do not meet current ADA guidelines and are in need of replacement.

**Impact on Operating Budget:**

FIL0 & SDC's (44.32% Eligible)

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required. However, a review of each location will be performed if additional measures are needed.

**Changes Since Last Plan:**

Project is complete.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date | Jan-17   | Mar-17 | Sep-19       | Jul-20       |
| End Date   | Mar-17   | Apr-20 | Apr-20       | Mar-21       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Fee in Lieu of Construction            | \$15,770             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$15,770               |
| Road Fund                              | \$353,959            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$353,959              |
| System Development Charge              | \$254,328            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$254,328              |
| <b>Total Project Revenues</b>          | <b>\$624,057</b>     | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$624,057</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$1,388              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,388                |
| 2 - Design                             | \$319,525            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$319,525              |
| 3 - Right of Way                       | \$19,751             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$19,751               |
| 4 - Construction                       | \$474,599            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$474,599              |
| <b>Total Project Expenditures</b>      | <b>\$815,264</b>     | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$815,264</b>       |

**Project Number:** 300308302  
**Project Name:** SALMON RIVER (ELK PARK RD) BRIDGE  
**Project Location:** Elk Park Road  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** COMPLETED

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

This HBRR project will replace the existing one-lane bridge with a new two-lane bridge. The County has executed an IGA with ODOT under the Highway Bridge Replacement and Rehabilitation program guidelines.

**Project Justification:**

The bridge was selected for replacement under the Highway Bridge Replacement and Rehabilitation (HBRR) program due to structural deficiencies.

**Impact on Operating Budget:**

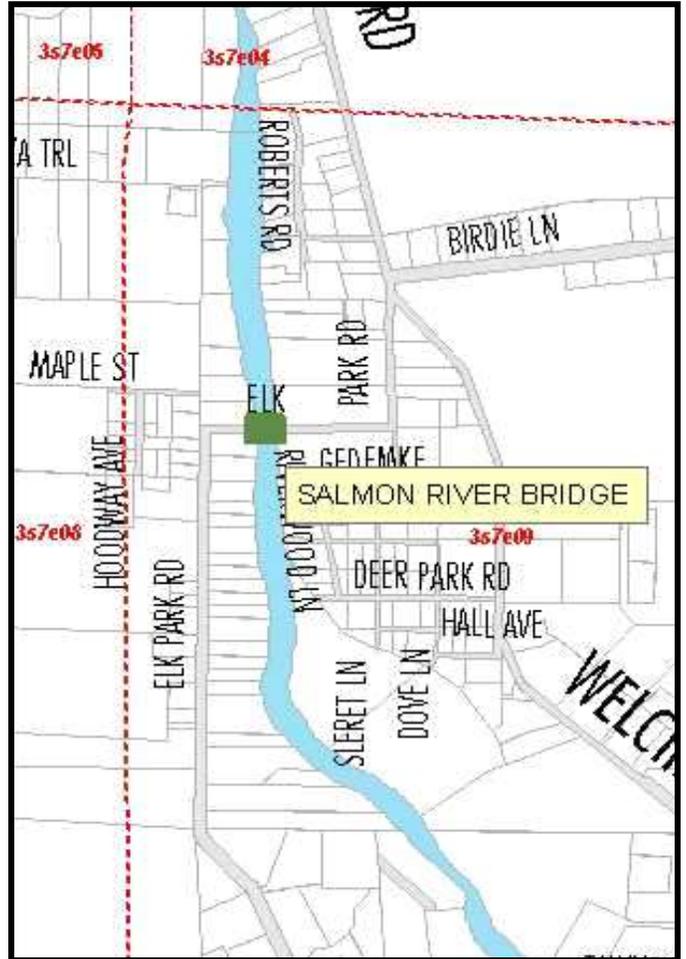
County Road Funds were utilized on this project serving as match for the Highway Bridge Replacement & Rehabilitation (HBRR) Grant. Under this program, the project received approximately \$3,762,000.00

**Environmental Impacts:**

A DSL/Corp 404 permit was required for the project. Also, environmental clearance was required from Federal Highway Administration (FHWA).

**Changes Since Last Plan:**

PROJECT COMPLETED, Final environmental monitoring reprot submitted 12/12/22 and final billing from Engineer Consultant submitted 12/13/22 for \$1750. Will close out project on next update.Final Invoice received 1/18/23 Please close project.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Mar-10 | Jul-11       | Jun-17       |
| End Date   |          | Jul-17 | Mar-17       | Jun-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |                    |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|--------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |                    |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |                    |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |                    |
| Hwy Bridge Replacement & Rehab         | \$3,067,447          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$3,067,447        |
| I/F Transfer From Fund 416             | \$61,409             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$61,409           |
| Prior Year Revenue                     | \$328,906            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$328,906          |
| Road Fund                              | \$1,181,921          | \$1,301             | \$3,799                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$1,187,021        |
| <b>Total Project Revenues</b>          | <b>\$4,639,683</b>   | <b>\$1,301</b>      | <b>\$3,799</b>             | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$4,644,783</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |                    |
| 2 - Design                             | \$840,641            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$840,641          |
| 3 - Right of Way                       | \$120,607            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$120,607          |
| 4 - Construction                       | \$3,678,435          | \$5,015             | \$85                       | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$3,683,535        |
| <b>Total Project Expenditures</b>      | <b>\$4,639,683</b>   | <b>\$5,015</b>      | <b>\$85</b>                | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$4,644,783</b> |

**Project Number:** 300311303  
**Project Name:** PUDDING RIVER (WHISKEY HILL ROAD) BRIDGE  
**Project Location:** Whiskey Hill Road  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

The existing bridge on Whiskey Hill Road over the Pudding River was a narrow 20-foot, two-lane concrete girder bridge considered functionally obsolete and is labeled as structurally deficient, with a sufficiency rating of 11.5. The replacement project included construction of a new bridge, 32 feet wide, spanning the river inside of the original curve. Federal Highway Bridge Program (HBP) and Surface Transportation Program (STP) funds were obtained for the project.

**Project Justification:**

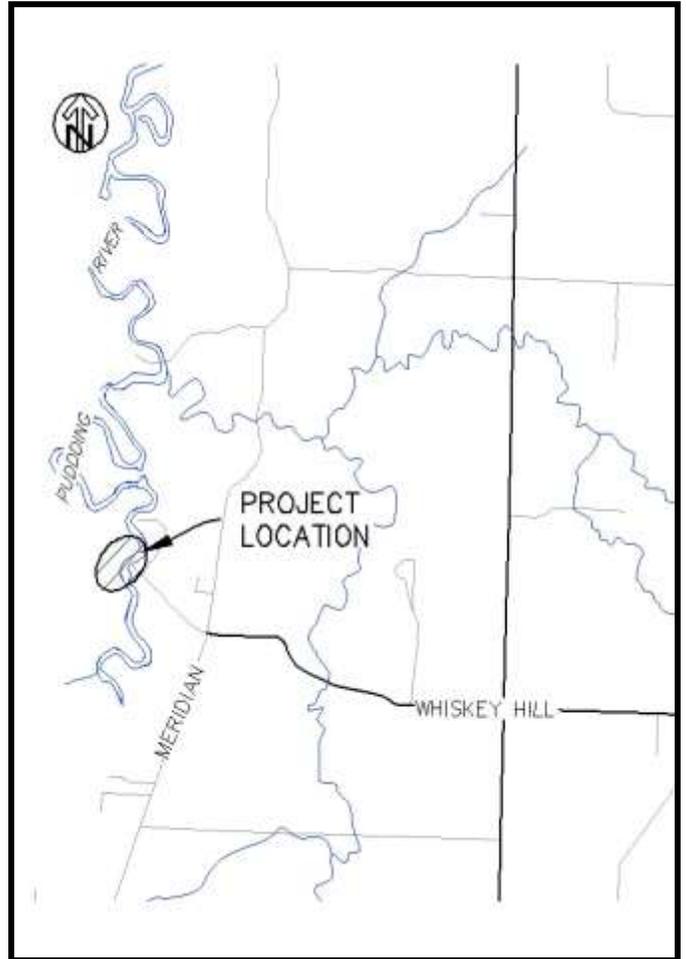
The existing bridge was narrow and aligned along a horizontal curve with poor sight distance. As a result, trucks had a difficult time travelling over the bridge without crossing over the centerline. Oftentimes, vehicles will stop at one end of the bridge to allow oncoming traffic to cross (thus functioning as a one-lane bridge). Additionally, it had a perpetual scour problem. The last inspection report noted that the scour countermeasures installed in the past on each abutment had failed and were not observed on either abutment. The report also recommended that the bridge be replaced with one capable of withstanding the conditions at the bridge site

**Impact on Operating Budget:**

Certified project. County managed the design and construction. Total federal revenue for Construction awarded to County is \$7,392,903 with the County providing a 10.27% local match. There is an additional \$335,466 funds that can be applied for, per the IGA. We have held off requesting reimbursement due to possible claim with the contractor allowing it to work its course thru possible litigation. It is assumed yet to be acquired funds will cause adjustment to Road Fund Revenues.

**Environmental Impacts:**

The project had federal money and environmental concurrence from FHWA. US Army Corps & DSL permits were obtained and complied.



**Changes Since Last Plan:**

Claimed was settled. Project closeout.

| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jun-11 | Jun-14       | May-16       |
| End Date          |          | Mar-16 | Aug-15       | Jan-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Hwy Bridge Replacement & Rehab         | \$6,281,751          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$6,281,751            |
| I/F Transfer From Fund 416             | \$4,797              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$4,797                |
| Prior Year Revenue                     | \$51,151             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$51,151               |
| Road Fund                              | \$1,195,900          | \$0                 | \$126                      | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,196,026            |
| <b>Total Project Revenues</b>          | <b>\$7,533,598</b>   | <b>\$179,067</b>    | <b>(\$178,942)</b>         | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$7,533,724</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$738                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$738                  |
| 2 - Design                             | \$1,120,542          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,120,542            |
| 3 - Right of Way                       | \$67,928             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$67,928               |
| 4 - Construction                       | \$6,228,679          | \$126               | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$6,228,804            |
| 6 - Legal / Settlements                | \$297,773            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$297,773              |
| <b>Total Project Expenditures</b>      | <b>\$7,715,661</b>   | <b>\$126</b>        | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$7,715,786</b>     |

**Project Number:** 300314301  
**Project Name:** SUNRISE JTA PROJECT COORDINATION  
**Project Location:** Sunrise Corridor  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Terrence Mungenast  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will support ODOT during the construction of County facilities associated with the Sunrise JTA project. This includes construction engineering services for Minuteman Way, inspection of 122nd Ave, Ford St, 125th Ct and the new 125th Ct cul-de-sac, Herbert Ct, 82nd Dr, Lawnfield Rd, and Mather Rd. This project will also include ODOT/County coordination activities as required for the successful completion of the Sunrise JTA project including but not limited to traffic engineering and traffic control planning.

Ref IGA #29149

**Project Justification:**

As a partner with ODOT, we are better able to assist with County specific issues as related to the Sunrise JTA project. As the future owner of the new facilities mentioned above, it is in our interest to do what we can to ensure we receive a quality product.

**Impact on Operating Budget:**

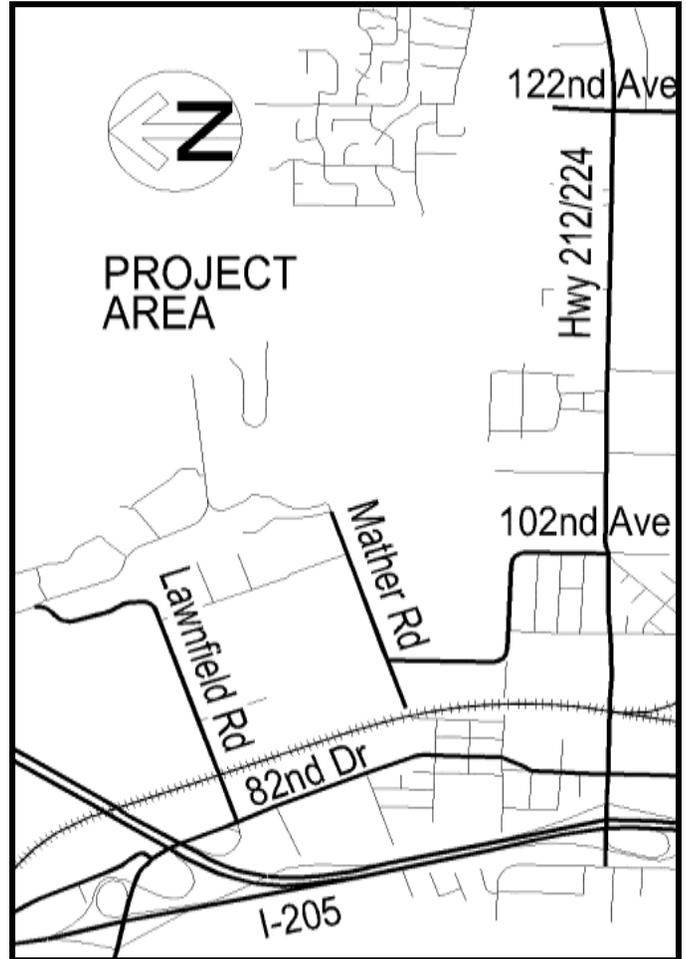
Fully funded by ODOT through Sunrise Jobs and Transportation Act (JTA) Project.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

Update schedule and budget. Waiting on ODOT to complete IGA to close out project.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          |        |              | Aug-13       |
| End Date   |          |        |              | Dec-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$1,199              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,199                |
| State Operating Grants                 | \$1,524              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,524                |
| State Revenue                          | \$430,666            | \$0                 | \$107,939                  | \$10,000                         | \$0        | \$0        | \$0        | \$0        | \$548,605              |
| <b>Total Project Revenues</b>          | <b>\$433,389</b>     | <b>\$1,168</b>      | <b>\$106,771</b>           | <b>\$10,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$551,328</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 3 - Right of Way                       | \$1,035              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,035                |
| 4 - Construction                       | \$430,560            | \$11,534            | \$46,405                   | \$10,000                         | \$0        | \$0        | \$0        | \$0        | \$498,499              |
| 6 - Legal / Settlements                | \$1,168              | \$1,767             | \$48,233                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$51,168               |
| Internal County Contracted Svc         | \$627                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$627                  |
| Legal Fees                             | (\$1)                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | (\$1)                  |
| <b>Total Project Expenditures</b>      | <b>\$433,389</b>     | <b>\$13,301</b>     | <b>\$94,638</b>            | <b>\$10,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$551,328</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300314304  
**Project Name:** CLACKAMAS COUNTY REGIONAL FREIGHT ITS PROJECT  
**Project Location:** County Wide (UGB Area)  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

This project will be completed in a two part process. It includes the creation of a Freight ITS Plan for the County and all of its Cities in Phase 1 and project implementation of the plan in Phase 2. The Phase 2 construction projects are expected to be focused on Freight ITS Improvements in the following freight corridors/employment areas:1) OR 224 (Milwaukie Expressway);2) OR 212/224 Clackamas Highway;3) 82nd Drive between the Gladstone Interchange and OR 213;4) The City of Wilsonville; and5) Other areas identified in the planning process.

**Project Justification:**

The purpose of the project is to improve the reliability of the regional freight system by reducing freight vehicle delay in known congested areas. The project would accomplish this by planning and implementing freight ITS improvements specifically focused on providing truck priority enhancements to the ITS operations.

**Impact on Operating Budget:**

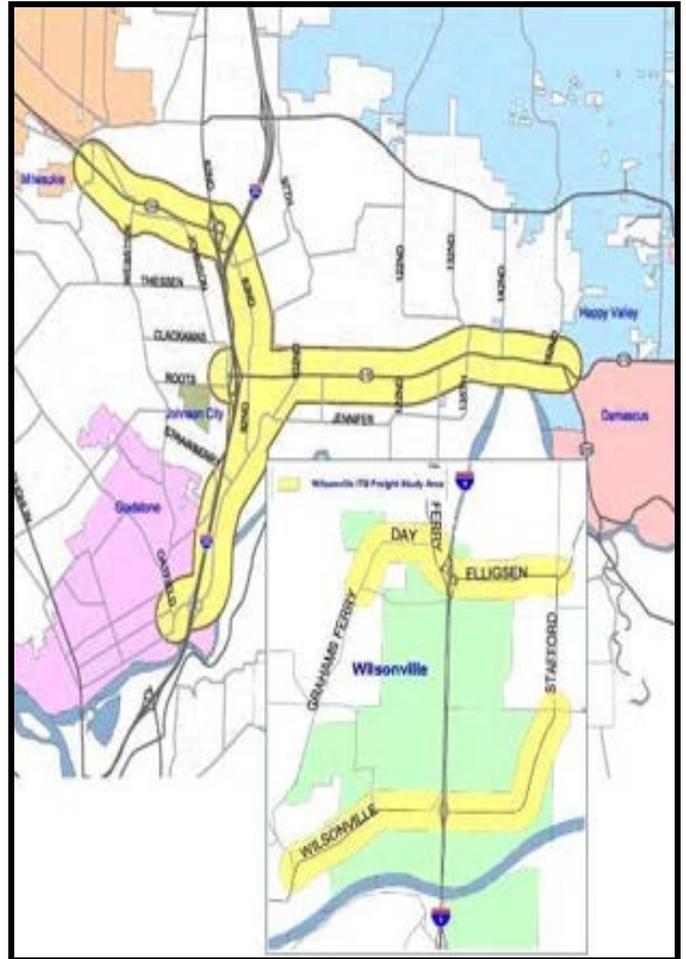
The STP funding requires minimum of 10.27% local match. Revenue and expenditures estimates (listed below) do not reflect contracts held by ODOT.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Under construction. Updated dates and funding years



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        | Jul-14   | Aug-18 |              | Oct-21       |
| End Date          | Apr-18   | Sep-21 |              | Jun-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Dept of Transportation                 | \$27,337             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$27,337               |
| Federal Capital Grants                 | \$76,194             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$76,194               |
| Federal Operating Grants               | \$184,443            | \$895,777           | (\$895,777)                | \$0                              | \$0        | \$0        | \$0        | \$0        | \$184,443              |
| Prior Year Revenue                     | \$8,890              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$8,890                |
| Road Fund                              | \$72,366             | \$103,102           | \$69,662                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$245,130              |
| State Revenue                          | \$10,415             | \$0                 | \$1,595,022                | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,605,438            |
| STP State Grant                        | \$13,990             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$13,990               |
| <b>Total Project Revenues</b>          | <b>\$393,636</b>     | <b>\$1,012,263</b>  | <b>\$755,523</b>           | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,161,422</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$56,732             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$56,732               |
| 2 - Design                             | \$321,318            | \$64                | (\$64)                     | \$0                              | \$0        | \$0        | \$0        | \$0        | \$321,318              |
| 3 - Right of Way                       | \$31                 | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$31                   |
| 4 - Construction                       | \$15,388             | \$1,136,930         | \$630,856                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,783,174            |
| 6 - Legal / Settlements                | \$166                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$166                  |
| <b>Total Project Expenditures</b>      | <b>\$393,636</b>     | <b>\$1,136,995</b>  | <b>\$630,791</b>           | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,161,422</b>     |



**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300317309  
**Project Name:** S IVY STREET PEDESTRIAN INTERSECTION IMP (CANBY)  
**Project Location:** Hwy 99E in Canby  
**Map No:**

**Program:** 30202102-Bike/Ped Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

The City of Canby obtained State Funded Local Projects (SFLP) funds through an IGA with ODOT to provide bicycle lanes and sidewalk improvements on Ivy Street. The existing street lacks these facilities that are needed to connect local residents to nearby businesses and transportation options. These bicycle and pedestrian improvements will also provide safe routes and important connections to schools in the immediate area. The City of Canby requested the County to manage the project under the County's certification agreement with ODOT. These ODOT funds will be provided through a fund exchange from federal funds to state funds. After completion of the project, the County will transfer jurisdiction of the street to the City of Canby.

**Project Justification:**

The bicycle and pedestrian improvements will provide safe routes and important connections to schools in the immediate area and will connect local residents to nearby businesses and transportation options. Ivy Street is a minor arterial in a densely populated residential area and is a high priority infrastructure project in the City of Canby and Clackamas County.

**Impact on Operating Budget:**

The project budget has decreased since street light installation and undergrounding of power is being performed by City of Canby before and separate from this project.

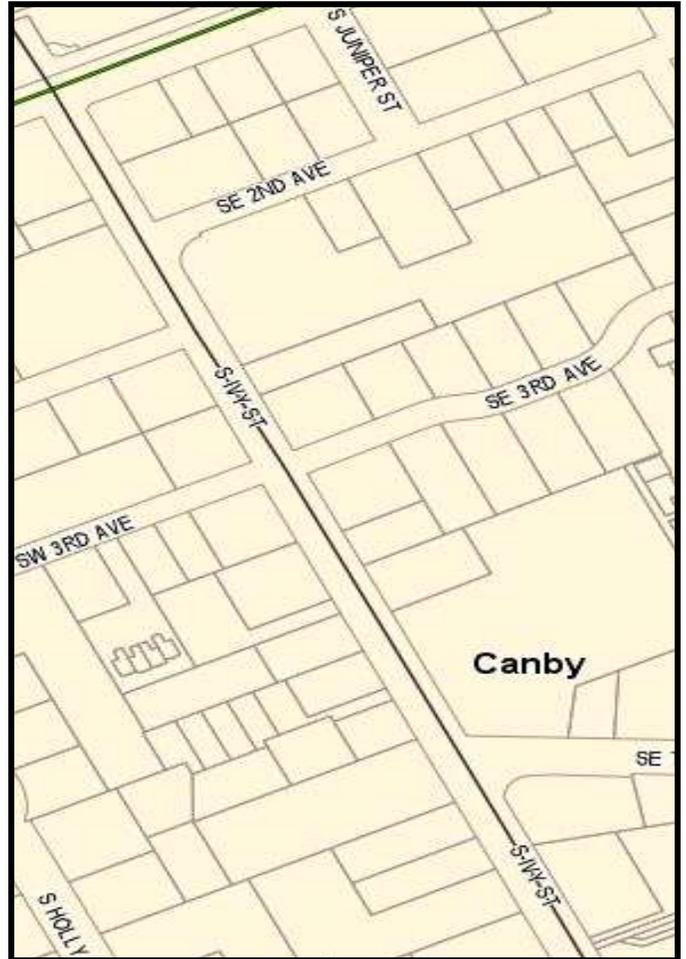
Construction is delayed one calendar year to allow for right-of-way acquisitions. All project phases have been adjusted accordingly.

**Environmental Impacts:**

Environmental impacts will be investigated including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with County requirements.

**Changes Since Last Plan:**

Adjusted budget in 22/23 & 23/24 with a slight budget increase.



| Project Schedule: | Planning   | Design | Right of Way | Construction |
|-------------------|------------|--------|--------------|--------------|
|                   | Start Date |        | Sep-19       | Nov-20       |
| End Date          |            | Dec-23 | Dec-23       | Jun-25       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                    |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25            | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                    |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                    |            |            |            |                        |
| Local Gov't & Other Agencies           | \$42,268             | \$0                 | \$103,765                  | \$685,062                        | \$2,680,000        | \$0        | \$0        | \$0        | \$3,511,095            |
| Prior Year Revenue                     | \$43,277             | \$0                 | \$0                        | \$0                              | \$0                | \$0        | \$0        | \$0        | \$43,277               |
| Road Fund                              | \$71,516             | \$0                 | \$57,606                   | \$234,519                        | \$0                | \$0        | \$0        | \$0        | \$363,641              |
| State Revenue                          | \$589,635            | \$0                 | \$315,755                  | \$845,632                        | \$0                | \$0        | \$0        | \$0        | \$1,751,022            |
| <b>Total Project Revenues</b>          | <b>\$746,696</b>     | <b>\$3,434</b>      | <b>\$473,692</b>           | <b>\$1,765,213</b>               | <b>\$2,680,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,669,035</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                    |            |            |            |                        |
| 2 - Design                             | \$627,276            | \$5,081             | \$87,631                   | \$92,712                         | \$0                | \$0        | \$0        | \$0        | \$812,700              |
| 3 - Right of Way                       | \$119,222            | \$198,774           | \$185,640                  | \$262,501                        | \$0                | \$0        | \$0        | \$0        | \$766,137              |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$1,410,000                      | \$2,680,000        | \$0        | \$0        | \$0        | \$4,090,000            |
| 6 - Legal / Settlements                | \$198                | \$818               | (\$818)                    | \$0                              | \$0                | \$0        | \$0        | \$0        | \$198                  |
| <b>Total Project Expenditures</b>      | <b>\$746,696</b>     | <b>\$204,673</b>    | <b>\$272,453</b>           | <b>\$1,765,213</b>               | <b>\$2,680,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,669,035</b>     |

**Project Number:** 300317310  
**Project Name:** S CENTRAL POINT RD AND S NEW ERA RD INTERSECTION  
**Project Location:** S Central Point Rd and S New Era Rd  
**Map No:**

**Program:** 30202123-HB2017 Safety Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

The intersection of S Central Point Rd and S New Era Rd is two-way-stop-controlled in the northbound and southbound directions and uncontrolled in the eastbound and westbound directions. An Independent Safety Evaluation performed by Kittelson & Associates in 2017 indicates there may be a correlation between the 75 degree intersection skew and the high percentage of angle crashes at this intersection.

This project will realigned the existing intersection to eliminate the intersection skew. The realigned intersection improved sight distance to meet current sight distance requirements for all approaches. Flashing yellow beacons were also added to "stop ahead" signs and flashing red beacons were added to "stop" signs.

**Project Justification:**

The intersection has a high percentage of angle crashes, which may be correlated with the 75 degree intersection skew. This project will realign the northbound and southbound intersection approaches to eliminate the intersection skew, improve intersection sight distance, and provide yellow and red flashing beacons for "stop ahead" and "stop" signs, respectively.

**Impact on Operating Budget:**

Project is completed except for a final negotiation related to a potential drainage claim from the NW property owner. Expected costs of settlement are estimated at \$20,000. Funding of which will be covered from savings realized from the original construction contract.

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Substantial completion 10/230/21, Final completion 3/28/22.  
Project is complete but settlement is pending, moved project to substantially complete.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Nov-17 | Sep-19       | Feb-21       |
| End Date   |          | Jan-21 | Jan-21       | Mar-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$1,471,782          | \$0                 | \$27,000                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,498,782            |
| <b>Total Project Revenues</b>          | <b>\$1,471,782</b>   | <b>\$0</b>          | <b>\$27,000</b>            | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,498,782</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$236,051            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$236,051              |
| 3 - Right of Way                       | \$186,967            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$186,967              |
| 4 - Construction                       | \$1,047,346          | \$6,731             | \$20,269                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,074,346            |
| 6 - Legal / Settlements                | \$1,418              | \$527               | (\$527)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,418                |
| <b>Total Project Expenditures</b>      | <b>\$1,471,782</b>   | <b>\$7,258</b>      | <b>\$19,742</b>            | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,498,782</b>     |

**Clackamas County Prospectus**  
**Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300318306  
**Project Name:** JENNINGS AVE (OR 99E TO OATFIELD RD) SIDEWALKS  
**Project Location:** OR 99E to Oatfield Rd  
**Map No:**

**Program:** 30202102-Bike/Ped Projects  
**Project Manager(s):** Robert Knorr  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Clackamas County obtained a federal grant to provide a curb-tight sidewalk on the north side, and bicycle lanes both the north and south sides of the street for approximately 3860 LF. The existing street lacks these facilities that are needed to connect local residents to nearby businesses and transportation options. Enhanced bicycle and pedestrian improvements will also provide safe routes and important connectivity to two schools in the immediate area. Jennings Avenue is a minor arterial in a densely populated residential area and is a high priority infrastructure project in Clackamas County.

**Project Justification:**

The bicycle and pedestrian improvements will provide safe routes and important connections to two schools in the immediate area and will connect local residents to nearby businesses and transportation options. Jennings Ave is a minor arterial in a densely populated residential area and is a high priority infrastructure project in Clackamas County. This project has been given high priority in the County's Pedestrian and Bicycle Master and Transportation System Plans indicative of a critical infrastructure project.

**Impact on Operating Budget:**

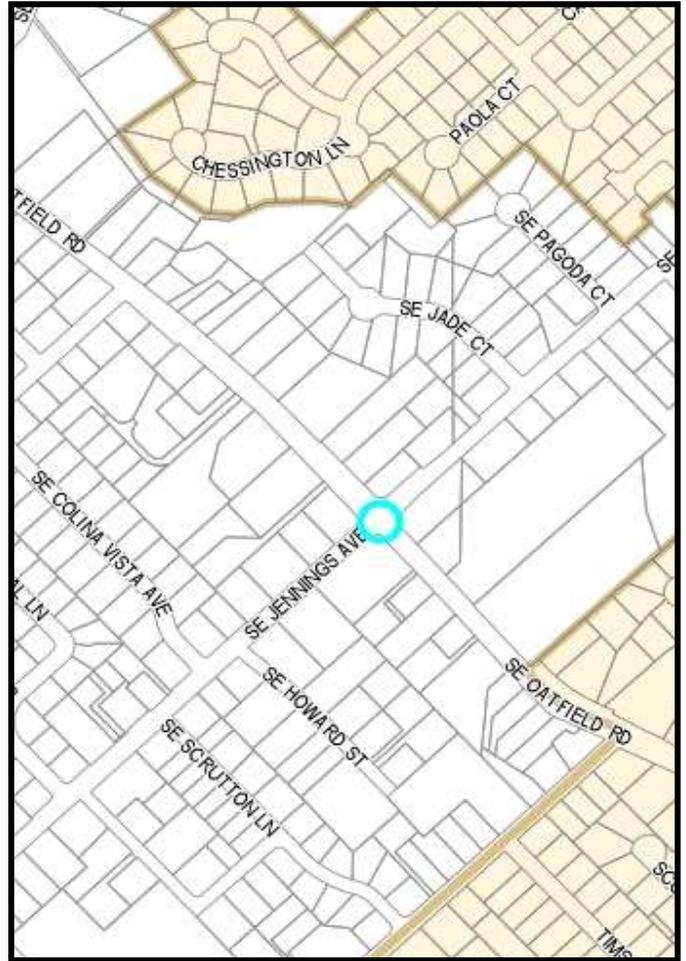
The Surface Transportation Program (STP) funds are being grouped into two separate funds; i.e. a Surface Transportation Block Grant / Fund Exchange (\$1,000,000 in construction phase with no match) and a separate grant fund, relating to Metro-FHWA funding \$500K in MTIP Fed Pass Thru. The County received additional MTIP Funds for 22/23 & 23/24 of \$577,500.

**Environmental Impacts:**

The project is a federal-aid project and environmental impacts will be investigated, including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with FHWA requirements.

**Changes Since Last Plan:**

Updated project estimate based on additional grant funding. Updated schedule to account for extended RW Phase and PS&E process approvals by ODOT. Increasing design budget \$295,791, increasing construction \$862,075 and decreasing ROW \$396,168.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Oct-19 | Jan-21       | Mar-23       |
| End Date   |          | Sep-22 | Sep-22       | Oct-23       |

| Project Budget:                   | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |  |
|-----------------------------------|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|--|
|                                   |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |  |
| <b>Revenues:</b>                  |                      |                     |                            |                                  |            |            |            |            |                        |  |
| Federal Capital Grants            | \$302,991            | \$288,556           | \$144,319                  | \$2,371,767                      | \$0        | \$0        | \$0        | \$0        | \$3,107,633            |  |
| Prior Year Revenue                | \$471,230            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$471,230              |  |
| Road Fund                         | \$599,380            | (\$697,688)         | \$994,600                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$896,292              |  |
| State Operating Grants            | \$0                  | \$755,739           | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$755,739              |  |
| State Revenue                     | \$0                  | \$0                 | \$1,500,000                | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,500,000            |  |
| Surface Transportation Program    | \$296,912            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$296,912              |  |
| <b>Total Project Revenues</b>     | <b>\$1,670,512</b>   | <b>\$612,426</b>    | <b>\$2,373,100</b>         | <b>\$2,371,767</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$7,027,805</b>     |  |
| <b>Expenditures:</b>              |                      |                     |                            |                                  |            |            |            |            |                        |  |
| 2 - Design                        | \$1,317,117          | \$27,613            | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,344,730            |  |
| 3 - Right of Way                  | \$335,118            | \$270,349           | (\$1,607)                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$603,860              |  |
| 4 - Construction                  | \$14,619             | \$2,226             | \$1,706,593                | \$2,275,455                      | \$0        | \$0        | \$0        | \$0        | \$3,998,892            |  |
| 6 - Legal / Settlements           | \$3,659              | \$10,683            | (\$2,868)                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$11,474               |  |
| <b>Total Project Expenditures</b> | <b>\$1,670,512</b>   | <b>\$310,872</b>    | <b>\$1,702,117</b>         | <b>\$2,275,455</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,958,955</b>     |  |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300318312  
**Project Name:** BEAR CREEK (CANBY MARQUAM HWY) BRIDGE  
**Project Location:** Canby Marquam Hwy @ Bear Creek  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

The existing Bear Creek Bridge (#06027) carries the Canby Marquam Highway over Bear Creek. The bridge was built in 1960 and is composed of undersized timber members with shear and flexure damage. The existing bridge will be removed and replaced by a wider, concrete beam structure.

**Project Justification:**

The existing bridge is considered functionally obsolete and structurally deficient, with a sufficiency rating of 27.2. The bridge is composed of undersized timber members that have shear and flexure damage. This bridge provides transport of equipment and products in and out of the area, serving the farming communities and agricultural goods and services in the City of Canby and southern Clackamas and Northern Marion County area. A new bridge will ensure improved service for many years. It will also be wider than the existing bridge, providing safe facilities for bicyclists.

**Impact on Operating Budget:**

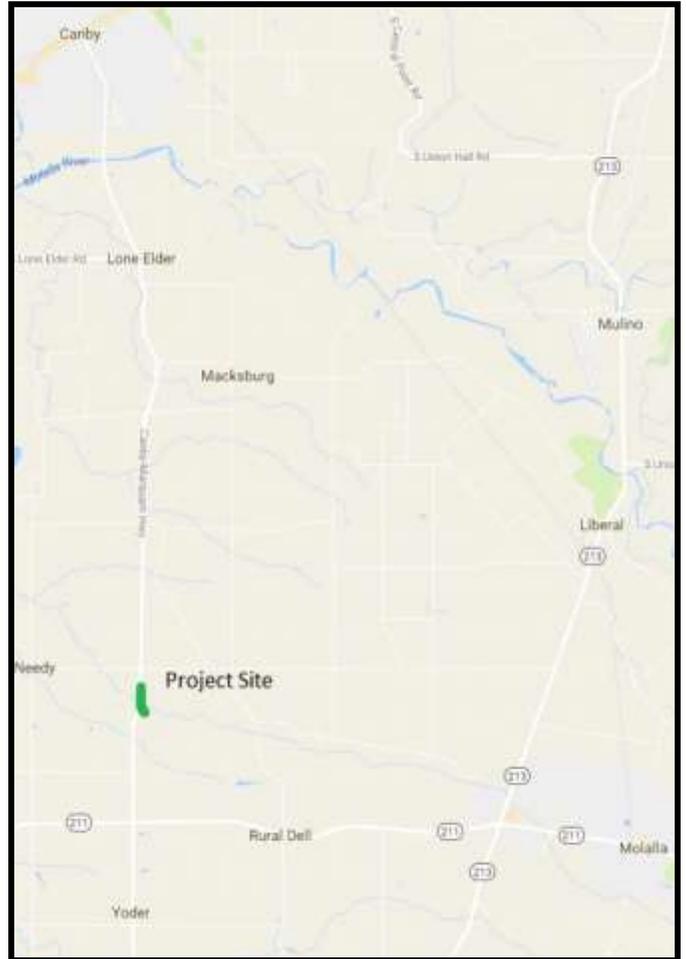
Highway Bridge Program Funds were received from ODOT, in which the federal funds were exchanged to state funds. The original project estimate was \$2,313,800 per SFLP IGA #33216 and state funds not to exceed amount is \$2,076,173 with County match of \$237,627. After bids were opened, the total project cost is estimated at \$2,620,546.51. County requested an additional \$275,244 state funds that was granted by ODOT resulting in total state funds not to exceed amount of \$2,351,417. The County Road Fund Match is expected to be \$269,129.51.

**Environmental Impacts:**

US Army Corps of Engineers and Local Agency permits were obtained.

**Changes Since Last Plan:**

The project is mostly complete with the project in the plant establishment phase. Final striping is anticipated in spring of 2023. Plant establishment to be completed by fall of 2023. Updated budget based on receiving additional SFLP funding.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Sep-19 | Dec-20       | Mar-22       |
| End Date   |          | Dec-21 | Sep-21       | Oct-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Federal Capital Grants                 | \$67,921             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$67,921               |
| Road Fund                              | \$1,077,202          | \$102,783           | \$31,915                   | \$514                            | \$0        | \$0        | \$0        | \$0        | \$1,212,413            |
| State Revenue                          | \$223,321            | \$898,025           | \$278,844                  | \$4,487                          | \$0        | \$0        | \$0        | \$0        | \$1,404,677            |
| <b>Total Project Revenues</b>          | <b>\$1,368,443</b>   | <b>\$1,000,808</b>  | <b>\$310,759</b>           | <b>\$5,000</b>                   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,685,011</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$349                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$349                  |
| 2 - Design                             | \$525,445            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$525,445              |
| 3 - Right of Way                       | \$24,759             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$24,759               |
| 4 - Construction                       | \$817,891            | \$1,010,307         | \$301,260                  | \$5,000                          | \$0        | \$0        | \$0        | \$0        | \$2,134,459            |
| <b>Total Project Expenditures</b>      | <b>\$1,368,443</b>   | <b>\$1,010,307</b>  | <b>\$301,260</b>           | <b>\$5,000</b>                   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,685,011</b>     |

**Project Number:** 300318313  
**Project Name:** SE 90TH AVENUE RECONSTRUCTION  
**Project Location:** SE Monterrey Avenue to SE Causey Avenue  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** COMPLETED

**Date of Last Revision:** Feb-22

**Project Description/Scope:**

SE 90th Avenue is an existing concrete roadway adjacent to the Clackamas Town Center. The street is a local road lined with apartments along both sides of the roadway. On-street parking exists on the east side of the roadway. This project will reconstruct the existing roadway utilizing cement treated base (CTB), base rock, and reinforced concrete at both end of the project (intersections of Monterey Rd and Causey Rd). Asphalt pavement will be used for roadway surfacing in the middle of the project. Curb ramps will be reconstructed to meet ADA standards, storm water management facilities will be built for treatment and detention, and illumination will be added along the entire length of the project.

**Project Justification:**

The existing concrete roadway is in poor condition with substantial cracking in many of the concrete panels in this section. A few of the concrete panels are crumbling and require continuous ongoing maintenance to repair. The roadway needs to be reconstructed.

**Impact on Operating Budget:**

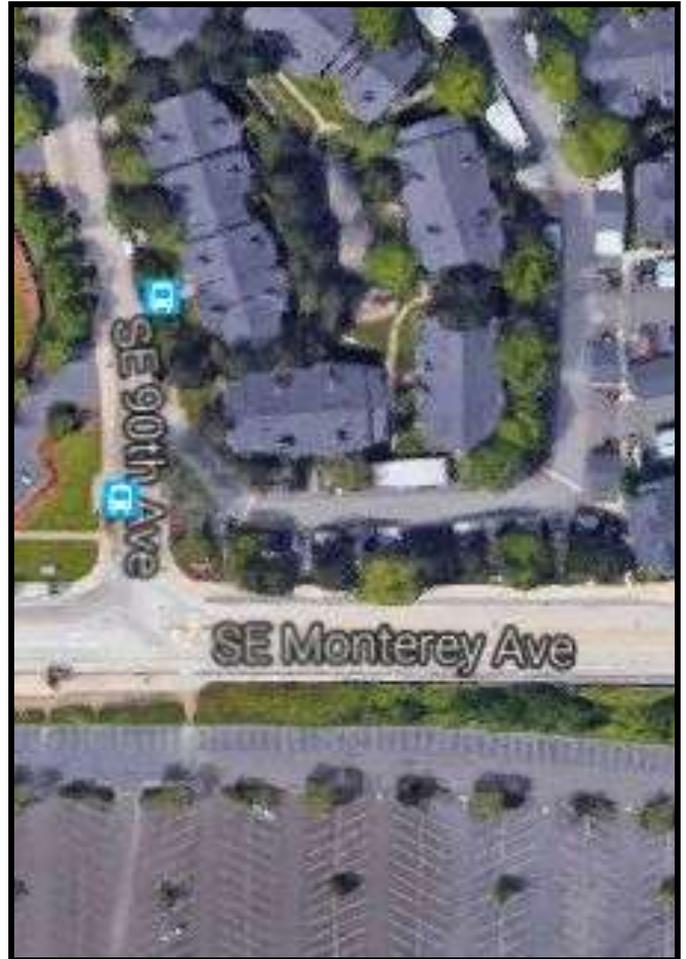
Due to delay in illumination pole procurement by contractor, illumination facilities will not be installed until spring of 2021. Project Schedule and Project Budget are updated accordingly. This is a 'no-cost' change.

**Environmental Impacts:**

Limited environmental impacts are expected. Clackamas County MS4 Permit requirements will be met. Contaminated soils were encountered during construction excavation activities. Shannon & Wilson consultant staff were utilized for environmental assistance and certification of contaminated soils disposal.

**Changes Since Last Plan:**

This project is completed. All phases are CLOSED.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Oct-17 | Sep-19       | Jul-20       |
| End Date          |          | May-20 | May-20       | Dec-21       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Charges for Services-Internal          | \$106,821            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$106,821              |
| Road Fund                              | \$1,302,359          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,302,359            |
| <b>Total Project Revenues</b>          | <b>\$1,409,180</b>   | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,409,180</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$162,539            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$162,539              |
| 3 - Right of Way                       | \$115,831            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$115,831              |
| 4 - Construction                       | \$1,153,374          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,153,374            |
| <b>Total Project Expenditures</b>      | <b>\$1,431,744</b>   | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,431,744</b>     |

**Project Number:** 300319313  
**Project Name:** 232ND DR @ MP 0.3  
**Project Location:** SE 232nd Drive at Milepost 0.3  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Michael Ward  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

SE 232nd Drive is a minor arterial that connects OR-224 and OR-212 in Clackamas County. The roadway has sunk due to continuous heavy rain events that have caused saturation and settling of the road prism. There are also large surface cracks in the pavement. The County will install a deep patch of pavement with improved drainage to return the road to previous conditions (prior to the sinking). It is expected the deep patch will consist of geotextile fabric with reinforced fill. The improved drainage is expected to consist of collecting surface runoff and collecting shallow subsurface water on the west side of the roadway. The Federal Disaster ID is OR2017-01.

**Project Justification:**

Repairing SE 232nd Drive will ensure reliable connectivity between OR-224 and OR-212. Additionally, a permanent solution to the stormwater drainage needs will promote a more stable roadway that will eliminate the need for future road closures and/or emergency repairs.

**Impact on Operating Budget:**

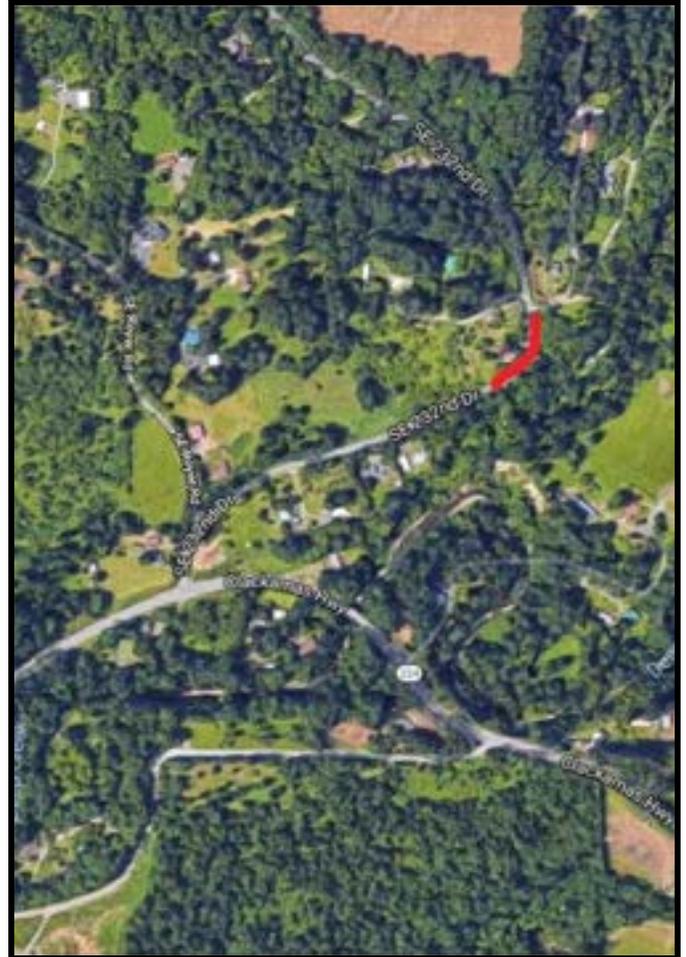
Construction Inspection which had previously been identified as being done by the consultant will be done by County staff. Bid was received for the project at 13% above Engineer's Estimate.

**Environmental Impacts:**

Environmental studies have determined that the project does not negatively impact wetlands, endangered species, and is not expected to encounter any hazardous materials.

**Changes Since Last Plan:**

Construction work has been completed. Project is being reviewed by ODOT RAS for release of retention. Project changed to substantially complete.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | May-19 |              | Jun-21       |
| End Date          |          | Oct-20 |              | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Federal Capital Grants                 | \$141,952            | \$0                 | \$35,000                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$176,952              |
| Prior Year Revenue                     | \$173,523            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$173,523              |
| Road Fund                              | \$664,336            | \$0                 | \$5,000                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$669,336              |
| <b>Total Project Revenues</b>          | <b>\$979,811</b>     | <b>\$532,604</b>    | <b>(\$492,604)</b>         | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,019,811</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$363,979            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$363,979              |
| 4 - Construction                       | \$615,832            | \$26,407            | \$13,593                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$655,832              |
| Miscellaneous Expenses                 | \$0                  | \$4,792             | (\$4,792)                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    |
| <b>Total Project Expenditures</b>      | <b>\$979,811</b>     | <b>\$31,199</b>     | <b>\$8,801</b>             | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,019,811</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300319314  
**Project Name:** SOUTH END RD @ MP 3.8  
**Project Location:** South End Road at Milepost 3.8  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

South End Road in the vicinity of Milepost 3.8 has experienced significant roadway distress due to slope instability as a result of heavy rainfall in the spring of 2017. Clackamas County constructed temporary repairs to these areas of roadway prism failure and deterioration. However, it is clear that a more permanent solution is required to mitigate the slope instability. The permanent fix of the roadway will be a soldier pile retaining wall and a tie back retaining wall.

**Project Justification:**

A permanent solution to the slope instability will promote a more stable roadway that will eliminate the need for future road closures and/or emergency repairs. The County received Emergency Relief Program funds to deliver the project.

**Impact on Operating Budget:**

ODOT and FHWA approved the construction phase estimate of \$3,964,980.58, which includes \$3,557,777.08 in federal funds. The construction phase is now \$564,686.42 over budget due to encountering larger voids in the underlying geology and the County requested an additional \$506,693.12 in federal funds to cover the increase, which will require an additional \$57,993.30 in matching County Road Funds.

**Environmental Impacts:**

As a roadway repair, this project is not anticipated to have significant environmental impacts. However, environmental clearance from FHWA was required and wetland, endangered species, and hazardous materials studies were performed.

**Changes Since Last Plan:**

Increased the construction phase budget \$564,686.42 due to encountering larger voids and assumed the federal funds request of an additional \$506,693.12 would be approved. Most of construction is anticipated to be completed FY 22-23 and moved funds to reflect this timing.



| Project Schedule: | Planning   | Design | Right of Way | Construction |
|-------------------|------------|--------|--------------|--------------|
|                   | Start Date |        | Feb-19       | Feb-21       |
| End Date          |            | Dec-21 | Oct-21       | Nov-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |                    |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|--------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |                    |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |                    |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |                    |
| Federal Capital Grants                 | \$439,287            | \$3,214,312         | \$146,700                  | \$22,433                         | \$0        | \$0        | \$0        | \$0        | \$0                    | \$3,822,732        |
| Prior Year Revenue                     | \$84,294             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$84,294           |
| Road Fund                              | \$1,086,782          | \$283,842           | \$100,841                  | \$2,568                          | \$0        | \$0        | \$0        | \$0        | \$0                    | \$1,474,032        |
| <b>Total Project Revenues</b>          | <b>\$1,610,363</b>   | <b>\$3,542,911</b>  | <b>\$202,784</b>           | <b>\$25,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$5,381,058</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |                    |
| 1 - Planning                           | \$254                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$254              |
| 2 - Design                             | \$682,845            | \$34                | (\$34)                     | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$682,845          |
| 3 - Right of Way                       | \$39,861             | \$1,001             | (\$1,001)                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$39,861           |
| 4 - Construction                       | \$881,551            | \$2,755,539         | \$990,157                  | \$25,000                         | \$0        | \$0        | \$0        | \$0        | \$0                    | \$4,652,247        |
| 6 - Legal / Settlements                | \$5,852              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$5,852            |
| <b>Total Project Expenditures</b>      | <b>\$1,610,363</b>   | <b>\$2,756,574</b>  | <b>\$989,121</b>           | <b>\$25,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$5,381,058</b> |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300319317  
**Project Name:** WOODCOCK CREEK (GRIMM RD) BRIDGE SCOUR  
**Project Location:** Grimm Road @ Woodcock Creek  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Devin Patterson  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

The existing Grimm Road Bridge over Woodcock Creek is experiencing significant scour problems. The bridge is located approximately 1200' south of Grimm Road's intersection with Munson Road and is approximately 48 years old. After reviewing the alternatives report, we have selected a modular bridge as the best option for replacement of the existing bridge.

**Project Justification:**

The bridge is experiencing significant scour problems. Two of the wing-walls on the bridge are experiencing scour and have been undermined. Undermining of the concrete floor extends to approximately 7' under the roadway. On the upstream end, a large amount of aggradation is occurring, constricting the Woodcock Creek channel. On the downstream end, a plunge pool has formed, primarily due to the structure having a concrete floor, while the stream below it has continued to incise over time. This concrete floor of the structure is perched approximately 12" to 15" higher than the substrate immediately downstream.

**Impact on Operating Budget:**

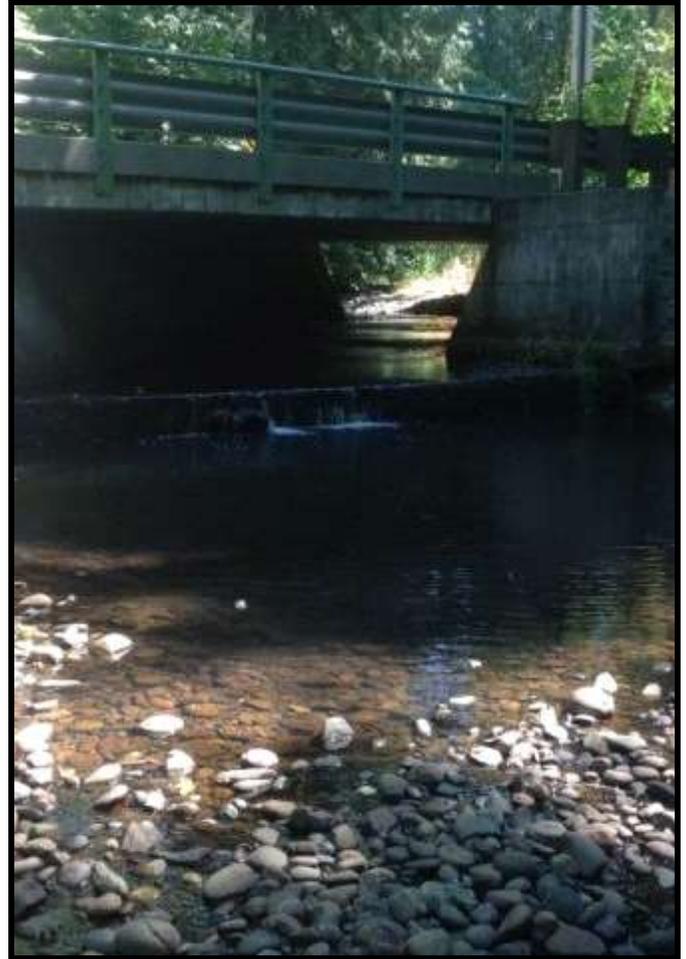
Road fund will be used for this project. We also anticipate receiving approximately \$348,671.00 in OWEB Restoration grant funds.

**Environmental Impacts:**

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

**Changes Since Last Plan:**

Updated project schedule and adjusted budget with a slight increase on overall project total.



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| Start Date               |          | Feb-19 | Nov-20       | May-23       |
| End Date                 |          | Apr-23 | Apr-23       | Dec-24       |

| <b>Project Budget:</b>                 | <b>Actuals Thru 6/30/22</b> | <b>FY22-23 YTD Actuals</b> | <b>FY22-23 Recd/Exp Remaining</b> | <b>Estimated Project Revenues/Costs</b> |                |            |            |            | <b>Total Project Estimate</b> |
|--|-----------------------------|----------------------------|-----------------------------------|---|----------------|------------|------------|------------|-------------------------------|
| <i>Actuals recorded thru 3.20.2023</i> |                             |                            |                                   | 2023/24                                 | 2024/25        | 2025/26    | 2026/27    | 2027/28+   |                               |
| <b>Revenues:</b>                       |                             |                            |                                   |   |                |            |            |            |                               |
| Federal Capital Grants                 | \$0                         | \$0                        | \$29,000                          | \$319,671                               | \$0            | \$0        | \$0        | \$0        | \$348,671                     |
| Road Fund                              | \$153,718                   | \$14,601                   | \$57,688                          | \$528,999                               | \$2,000        | \$0        | \$0        | \$0        | \$757,006                     |
| <b>Total Project Revenues</b>          | <b>\$153,718</b>            | <b>\$14,601</b>            | <b>\$86,688</b>                   | <b>\$848,670</b>                        | <b>\$2,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,105,677</b>            |
| <b>Expenditures:</b>                   |                             |                            |                                   |   |                |            |            |            |                               |
| 2 - Design                             | \$142,022                   | \$13,250                   | (\$4,961)                         | \$0                                     | \$0            | \$0        | \$0        | \$0        | \$150,311                     |
| 3 - Right of Way                       | \$2,520                     | \$12,142                   | \$7,858                           | \$0                                     | \$0            | \$0        | \$0        | \$0        | \$22,520                      |
| 4 - Construction                       | \$9,176                     | \$1,919                    | \$71,081                          | \$848,670                               | \$2,000        | \$0        | \$0        | \$0        | \$932,846                     |
| 6 - Legal / Settlements                | \$0                         | \$341                      | (\$341)                           | \$0                                     | \$0            | \$0        | \$0        | \$0        | \$0                           |
| Fees                                   | \$0                         | \$24                       | (\$24)                            | \$0                                     | \$0            | \$0        | \$0        | \$0        | \$0                           |
| <b>Total Project Expenditures</b>      | <b>\$153,718</b>            | <b>\$27,676</b>            | <b>\$73,613</b>                   | <b>\$848,670</b>                        | <b>\$2,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,105,677</b>            |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**COMPLETED**

**Project Number:** 300319319  
**Project Name:** ADA RAMPS PROJECT #2: SUNNYSIDE RD (132ND AVE-162N  
**Project Location:** Sunnyside Rd. from 132nd Ave. to 162nd Ave.  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** COMPLETED

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

The County has determined where curb ramp retrofit work will occur in 2019 and 2020 based on planned summer of 2020 paving work. An anticipated total of 36 corners are planned to be inventoried for compliance and likely replaced to meet current ADA requirements on Sunnyside Road between 132nd and 162nd avenues. There are twelve non-signalized intersections that are planned to have curb ramp retrofits, as well as twenty-four signalized corners that are planned to have signal modifications to meet ADA requirements for pedestrian push button reach, height and level landing.

**Project Justification:**

Various curb ramps throughout the County do not meet current ADA guidelines and need to be upgraded per the County's Transition Plan.

**Impact on Operating Budget:**

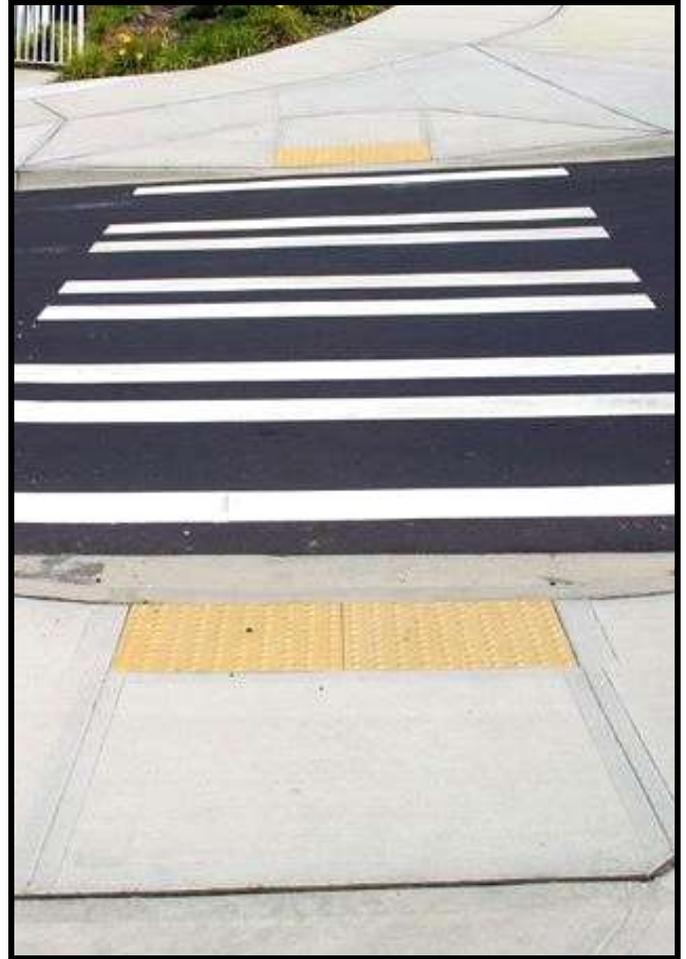
The project is funded by County Road Fund and Fund Exchange.

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

The project is complete.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Apr-19 |              | Jun-21       |
| End Date   |          | Jun-21 |              | May-22       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$2,161,140                | (\$1,306,750)             | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$854,390                    |
| Rural STP                              | \$0                        | \$1,306,750               | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,306,750                  |
| <b>Total Project Revenues</b>          | <b>\$2,161,140</b>         | <b>\$1,306,750</b>        | <b>(\$1,306,750)</b>             | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,161,140</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$422,751                  | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$422,751                    |
| 4 - Construction                       | \$1,738,389                | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,738,389                  |
| <b>Total Project Expenditures</b>      | <b>\$2,161,140</b>         | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,161,140</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300319343  
**Project Name:** BADGER CREEK (RUGG RD) CULVERT  
**Project Location:** Rugg Road @ Badger Creek  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Devin Patterson  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Two existing 42-inch diameter culverts under Rugg Road conveying Badger Creek are undersized and in poor condition. The culverts are approximately 25 feet downstream of the Badger Creek (Springwater Corridor) Culvert that was recently replaced by the Johnson Creek Watershed Council. The existing culverts will be replaced with a larger sized, fish-friendly culvert or modular bridge.

**Project Justification:**

The existing culverts are undersized and in poor condition and require replacing. The Johnson Creek Watershed Action Plan identifies Badger Creek as an area that provides the highest restoration benefit to affect watershed processes and functions.

**Impact on Operating Budget:**

Currently, the project is budgeted to use County Road Funds. However, the project should be competitive for obtaining grant funds from the Oregon Watershed Enhancement Board (OWEB) and it is anticipated the County will assist the Johnson Creek Watershed Council in applying for an OWEB grant.

**Environmental Impacts:**

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

**Changes Since Last Plan:**

Construction scheduled and budgeted updated due to construction being pushed out one year.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Apr-19 | Dec-22       | Jun-25       |
| End Date          |          | Dec-24 | May-25       | Dec-25       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                 |                  |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|-----------------|------------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25         | 2025/26          | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                 |                  |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                 |                  |            |            |                        |
| Road Fund                              | \$38,429             | \$14,545            | \$15,455                   | \$24,200                         | \$63,000        | \$339,895        | \$0        | \$0        | \$495,524              |
| <b>Total Project Revenues</b>          | <b>\$38,429</b>      | <b>\$14,545</b>     | <b>\$15,455</b>            | <b>\$24,200</b>                  | <b>\$63,000</b> | <b>\$339,895</b> | <b>\$0</b> | <b>\$0</b> | <b>\$495,524</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                 |                  |            |            |                        |
| 2 - Design                             | \$38,173             | \$29,933            | (\$1,933)                  | \$19,200                         | \$10,000        | \$0              | \$0        | \$0        | \$95,373               |
| 3 - Right of Way                       | \$257                | \$135               | \$1,865                    | \$5,000                          | \$8,000         | \$0              | \$0        | \$0        | \$15,257               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$45,000        | \$339,895        | \$0        | \$0        | \$384,895              |
| <b>Total Project Expenditures</b>      | <b>\$38,429</b>      | <b>\$30,069</b>     | <b>(\$69)</b>              | <b>\$24,200</b>                  | <b>\$63,000</b> | <b>\$339,895</b> | <b>\$0</b> | <b>\$0</b> | <b>\$495,524</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320322  
**Project Name:** FULLER & CAUSEY CROSSWALK  
**Project Location:** SE Fuller Rd  
**Map No:**

**Program:** 30202102-Bike/Ped Projects  
**Project Manager(s):** Michael Ward  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

A Safe Routes to School (SRTS) study was performed at Lot Witcomb Elementary School in 2017 that identified the need for an enhanced crossing on the south leg of the intersection of SE Fuller Rd and SE Causey Ave/SE Harmony Dr. A SRTS Program Grant was obtained and the project will consist of advance warning signs, rectangular rapid flashing beacons, a center lane pedestrian refuge and curb ramps on the east and west side of SE Fuller Rd. The executed grant with ODOT (Agreement No. 33116) was executed March 18, 2019 and requires construction contract award within 104 weeks of Agreement Execution (March 15, 2021) and project completion by 2/18/2022.

**Project Justification:**

As part of the Safe Routes to School program, the project will create an enhanced crosswalk to increase visibility and safety of students traveling to and from school.

**Impact on Operating Budget:**

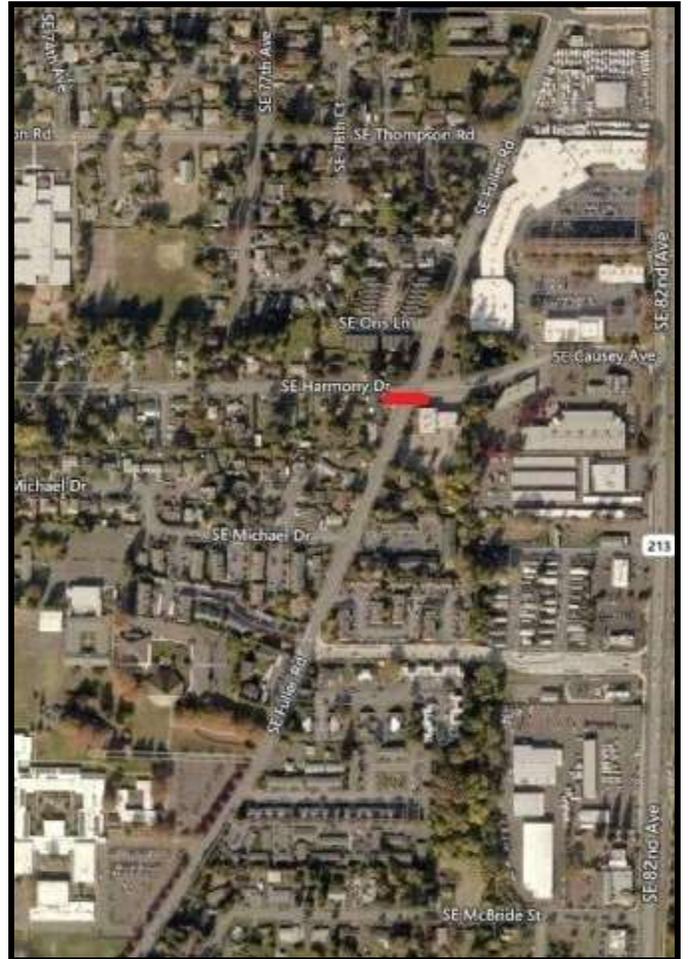
Additional quantities of bid items resulted in a cost increase of under 10%.

**Environmental Impacts:**

The project is expected to be largely replacing existing impervious surfaces in a built environment, so environmental impacts should be limited.

**Changes Since Last Plan:**

Project is substantially complete, pending work which is weather dependent. Project actual quantities in rock and asphalt caused cost increase.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Sep-19 | Nov-20       | Aug-22       |
| End Date   |          | Jun-21 | Apr-21       | Apr-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$45,596             | \$0                 | \$200,326                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$245,922              |
| State Revenue                          | \$90,384             | \$0                 | \$104,674                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$195,058              |
| <b>Total Project Revenues</b>          | <b>\$135,980</b>     | <b>\$18,400</b>     | <b>\$286,600</b>           | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$440,980</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$0                  | \$553               | (\$553)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    |
| 2 - Design                             | \$113,180            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$113,180              |
| 3 - Right of Way                       | \$11,498             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$11,498               |
| 4 - Construction                       | \$11,302             | \$325,518           | (\$20,518)                 | \$0                              | \$0        | \$0        | \$0        | \$0        | \$316,302              |
| <b>Total Project Expenditures</b>      | <b>\$135,980</b>     | <b>\$326,071</b>    | <b>(\$21,071)</b>          | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$440,980</b>       |

**Project Number:** 300320327  
**Project Name:** LOLO PASS RD STABILIZATION & SURFACE PRESERVATION  
**Project Location:** Lolo Pass Road from MP 0.00 to MP 3.99  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Michael Ward  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

The proposed project will stabilize and improve this road by extending a revetment constructed by Clackamas County after the last flood event, and also by improving and preserving the road surface with the addition of 2 inches of pavement.

**Project Justification:**

Lolo Pass Road is the only access to the Zig Zag District of the Mt. Hood National Forest and its support facilities. Therefore, it is a critical life line for this portion of the forest. These improvements are necessary to help protect the road way from damage in the next flood event and to preserve a high quality road surface on the access to the national forest. Damage to this roadway by future flooding or deterioration of the road surface would require visitors and National Forest Service vehicles to detour over 30 miles.

**Impact on Operating Budget:**

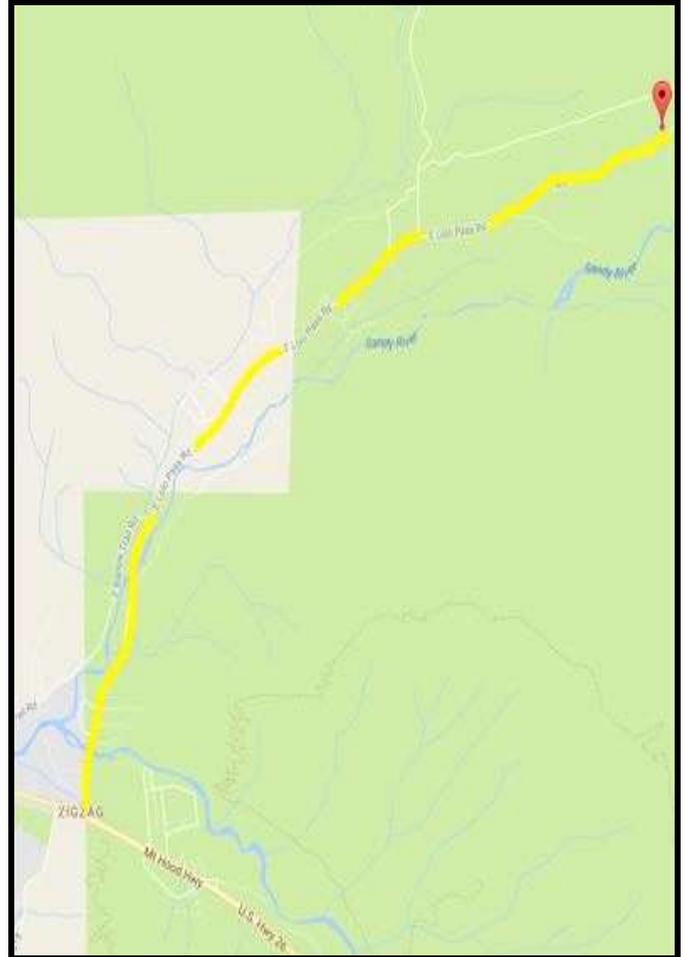
The project has come in under budget and will be able to return funds to the Road Fund.

**Environmental Impacts:**

Army CORPS and DSL permits anticipated. Complete permit requirements will be determined during the design phase.

**Changes Since Last Plan:**

Project is substantially completed. Plant establishment period has begun.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jun-20 | Jan-21       | Jun-22       |
| End Date          |          | Jun-21 | Apr-21       | Nov-22       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Federal Capital Grants                 | \$0                        | \$3,134,972               | (\$486,536)                      | \$0                              | \$0        | \$0        | \$0        | \$0        | \$2,648,436                  |
| Federal Operating Grants               | \$73,724                   | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$73,724                     |
| Road Fund                              | \$334,373                  | \$780,017                 | \$399,216                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,513,606                  |
| <b>Total Project Revenues</b>          | <b>\$408,097</b>           | <b>\$3,928,215</b>        | <b>(\$100,546)</b>               | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$4,235,766</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 1 - Planning                           | \$0                        | \$414                     | (\$414)                          | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                          |
| 2 - Design                             | \$382,214                  | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$382,214                    |
| 3 - Right of Way                       | \$9,370                    | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$9,370                      |
| 4 - Construction                       | \$16,296                   | \$3,897,198               | (\$69,529)                       | \$0                              | \$0        | \$0        | \$0        | \$0        | \$3,843,965                  |
| 6 - Legal / Settlements                | \$124                      | \$372                     | (\$372)                          | \$0                              | \$0        | \$0        | \$0        | \$0        | \$124                        |
| Legal Fees                             | \$93                       | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$93                         |
| <b>Total Project Expenditures</b>      | <b>\$408,097</b>           | <b>\$3,897,984</b>        | <b>(\$70,315)</b>                | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$4,235,766</b>           |

**Project Number:** 300320335  
**Project Name:** KELLOGG CREEK CULVERT REPAIR  
**Project Location:** Thiessen at Aldercrest Ct  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** DISCONTINUED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

One of the joints between the corrugated metal pipe portion and the concrete box portion of the culvert has failed. The project would involve the design for sealing the joint and examining similar joints in the culvert to prevent future failing. The project would also remove the asphalt roadway and repair damage due to the loss of subgrade into the culvert

\*\*-Full culvert replacement is now being planned by WES in 5-7 years. Continued monitoring has shown no deterioration in the last two years and is imminent failure is not foreseen. I.E. no hazard to public. Traffic Maintenance will continue to monitor. Project is being closed

**Project Justification:**

Until repaired the subgrade will continue to drain into Kellogg Creek, continuing to enlarge the void under the roadway.

**Impact on Operating Budget:**

County Road Funds are required for this project. Delay in getting a consultant on board results in design costs being substantially pushed to FY21/22

**Environmental Impacts:**

Repair of the culvert joint will eliminate existing subgrade draining into Kellogg Creek. As the work can be performed from the outside of the culvert with no impact to the stream, the work period not be constrained to an In Water Work window and/or permitting. However work will be performed in August /September when water flows are lowest.

**Changes Since Last Plan:**

New development - Full culvert replacement is now being planned by WES in 5-7 years. Continued monitoring has shown no deterioration in the last two years and is imminent failure is not foreseen. I.E. no hazard to public. Traffic Maintenance will continue to monitor. Project is being discontinued



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jul-20 | Nov-20       | Jun-22       |
| End Date          |          | Feb-21 | May-21       | Sep-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$3,470              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$3,470                |
| <b>Total Project Revenues</b>          | <b>\$3,470</b>       | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,470</b>         |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$3,470              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$3,470                |
| <b>Total Project Expenditures</b>      | <b>\$3,470</b>       | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,470</b>         |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320347  
**Project Name:** CLACKAMAS RIVER (TROLLEY TRAIL) BRIDGE, 2ND FEASIBI  
**Project Location:** Clackamas River @ Portland Ave (Gladstone)  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

The City of Gladstone obtained a Metro Grant to address the need for improved active transportation access across the Clackamas River by designing the replacement of the recently demolished Portland Avenue Historic Trolley Bridge as an extension of the Trolley Trail, a shared-use path for bicyclists and pedestrians. Clackamas County is helping the City of Gladstone implement the project through the County's ODOT certification. The project will continue the work completed in the feasibility study and move on to the preliminary and final design phase once a bridge structure type is recommended.

**Project Justification:**

There remains a need for an active transportation link across the Clackamas River to link the City of Gladstone to Oregon City. The bridge will connect the existing Trolley Trail to trails that exist along the Clackamas River on the Oregon City side of the river.

**Impact on Operating Budget:**

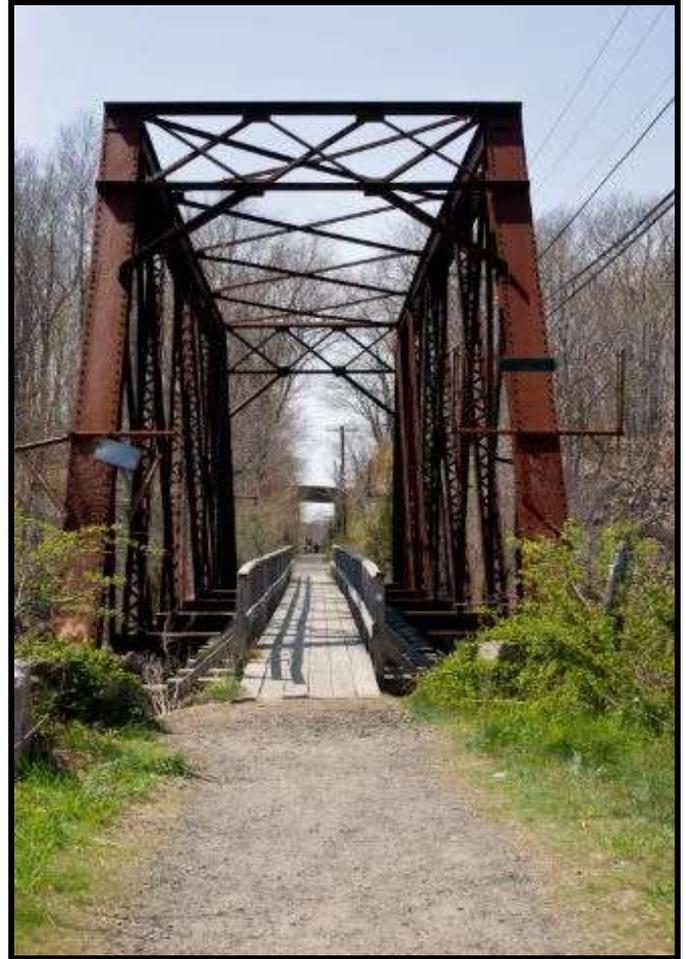
Federal funds were obtained through a Metro 2022-24 Regional Flexible Fund Allocation Grant. A 10.27% match is required from the City of Gladstone. No County funds are expected to be required for this project.

**Environmental Impacts:**

The project is a federal-aid project and environmental impacts will be investigated, including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with FHWA requirements. In this design phase, it is expected that permits will be applied for and obtained.

**Changes Since Last Plan:**

Updated project design schedule. IGA from ODOT still pending.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Mar-23 |              |              |
| End Date          |          | Dec-23 |              |              |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Federal Operating Grants               | \$0                        | \$0                       | \$224,325                        | \$698,099                        | \$0        | \$0        | \$0        | \$0        | \$922,424                    |
| Local Operating Grants                 | \$0                        | \$0                       | \$25,675                         | \$79,901                         | \$0        | \$0        | \$0        | \$0        | \$105,576                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$250,000</b>                 | <b>\$778,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,028,000</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$250,000                        | \$778,000                        | \$0        | \$0        | \$0        | \$0        | \$1,028,000                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$250,000</b>                 | <b>\$778,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,028,000</b>           |

**Project Number:** 300320349  
**Project Name:** ADA RAMPS #3: SUNNYSIDE RD (122 - 132)  
**Project Location:** Sunnyside Rd. from 122nd Ave. to 132nd Ave.  
**Map No:** 27

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Robert Knorr  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

An anticipated total of 24 corners are planned to be inventoried for compliance and likely replaced to meet current ADA requirements on Sunnyside Road between 122nd and 132nd Avenue. There is one signalized intersection that is planned to have curb ramp upgrades and signal modifications to meet ADA requirements for pedestrian push button reach, height and level landing, as well as sixteen non-signalized corners that are planned to have curb ramp upgrades.

**Project Justification:**

Curb ramps within the project limits will be upgraded per the County's Transition Plan.

**Impact on Operating Budget:**

The project is funded by County Road Fund and Fund Exchange. Fund Exchange is limited to \$744,914.50. The overall project budget has increased 3.14% since the time of the last prospectus update October 2021. Most of the increase was due to increasing scope due to a design modification during design and resultant / associated change orders.

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required. However, a review of environmental requirements will be performed during design.

**Changes Since Last Plan:**

Updated budget and schedule. The budget had increased 3.14% and the schedule slipped since the last prospectus update October 2021. The project was substantially complete by the originally planned for completion date (April 2022). Additional project punchlist and cleanup continued due to delays from the electrical subcontractor. Project closeout occurred by the end of June 2022. Project Substantially Completed



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Aug-20 | Nov-20       | Dec-21       |
| End Date          |          | May-21 | May-21       | Jul-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |                    |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|--------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |                    |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |                    |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |                    |
| Road Fund                              | \$1,141,064          | (\$739,815)         | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$401,249          |
| Rural STP                              | \$0                  | \$744,915           | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$744,915          |
| <b>Total Project Revenues</b>          | <b>\$1,141,064</b>   | <b>\$750,015</b>    | <b>(\$744,915)</b>         | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$1,146,164</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |                    |
| 2 - Design                             | \$235,220            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$235,220          |
| 3 - Right of Way                       | \$2,460              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$2,460            |
| 4 - Construction                       | \$903,383            | \$5,100             | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$908,483          |
| <b>Total Project Expenditures</b>      | <b>\$1,141,064</b>   | <b>\$5,100</b>      | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$1,146,164</b> |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320357  
**Project Name:** COURTNEY AVE COMPLETE STREET  
**Project Location:** River Rd to OR99E  
**Map No:**

**Program:** 30202102-Bike/Ped Projects  
**Project Manager(s):** Robert Knorr  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

The complete streets project will improve safety and accessibility by providing 6-footwide separated sidewalks on both sides of Courtney Avenue; 8-foot wide buffered bike lanes; intermittent rain gardens for storm water management; street and pedestrian lighting; ADA compliant intersection curb ramps and crosswalk enhancements at two intersections, among other improvements. Also, the sidewalk and bikeway improvements will provide a direct east-west connection to the Trolley Trail.

**Project Justification:**

Courtney Avenue is uncomfortable for bicyclists due to the narrow width of pavement and lacks sidewalks for those walking. The lack of sidewalks forces pedestrians to use the shoulder bike lane creating potential conflicts between all transportation modes. The project will separate the transportation modes and improve safety and accessibility for pedestrians and bicyclists.

**Impact on Operating Budget:**

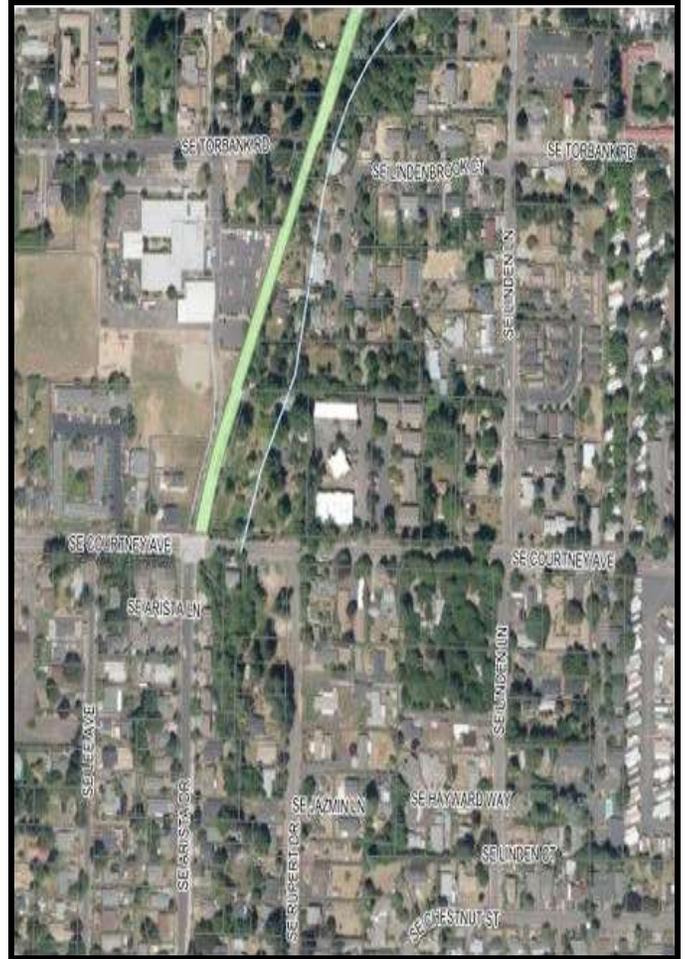
Federal funds were obtained through a Metro 2022-24 Regional Flexible Fund Allocation Grant. The origin of the funds is through the federal CMAQ program. A 10.27% match is required, paid for from System Development Charges (TSDCs), with a federal share of 89.73%. Project milestone dates are shown below. Phases can be advanced ahead of these milestone target dates. An IGA was executed with ODOT and the total project cost for all phases is estimated at \$5,661,420.13. Federal funds for this Project are limited to \$5,079,992.00.

**Environmental Impacts:**

The project is a federal-aid project and environmental impacts will be investigated, including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with FHWA requirements.

**Changes Since Last Plan:**

Updated budget to reflect federal funding grant amount and the schedule. The current budget has increased 0.10% due to \$5,930 of prior actual expenses accrued through 22-23 YTD Actuals.



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| Start Date               |          | Mar-23 | Jan-24       | Apr-26       |
| End Date                 |          | Sep-25 | Sep-25       | Nov-26       |

| <b>Project Budget:</b>            | <b>Actuals Thru 6/30/22</b> | <b>FY22-23 YTD Actuals</b> | <b>FY22-23 Recd/Exp Remaining</b> | <b>Estimated Project Revenues/Costs</b> |                  |                    |                    |                 | <b>Total Project Estimate</b> |
|-----------------------------------|-----------------------------|----------------------------|-----------------------------------|---|------------------|--------------------|--------------------|-----------------|-------------------------------|
|                                   |                             |                            |                                   | <b>2023/24</b>                          | <b>2024/25</b>   | <b>2025/26</b>     | <b>2026/27</b>     | <b>2027/28+</b> |                               |
| <b>Revenues:</b>                  |                             |                            |                                   |   |                  |                    |                    |                 |                               |
| Federal Capital Grants            | \$0                         | \$0                        | \$134,595                         | \$740,273                               | \$785,138        | \$2,445,143        | \$974,845          | \$0             | \$5,079,994                   |
| Road Fund                         | \$4,300                     | \$0                        | \$2,085                           | \$0                                     | \$0              | \$0                | \$0                | \$0             | \$6,385                       |
| System Development Charge         | \$0                         | \$0                        | \$15,405                          | \$84,728                                | \$89,863         | \$279,858          | \$111,575          | \$0             | \$581,429                     |
| <b>Total Project Revenues</b>     | <b>\$4,300</b>              | <b>\$0</b>                 | <b>\$152,085</b>                  | <b>\$825,001</b>                        | <b>\$875,001</b> | <b>\$2,725,001</b> | <b>\$1,086,420</b> | <b>\$0</b>      | <b>\$5,667,808</b>            |
| <b>Expenditures:</b>              |                             |                            |                                   |   |                  |                    |                    |                 |                               |
| 2 - Design                        | \$4,207                     | \$1,992                    | \$149,638                         | \$725,000                               | \$125,000        | \$0                | \$0                | \$0             | \$1,005,837                   |
| 3 - Right of Way                  | \$0                         | \$0                        | \$0                               | \$100,000                               | \$600,000        | \$0                | \$0                | \$0             | \$700,000                     |
| 4 - Construction                  | \$0                         | \$0                        | \$0                               | \$0                                     | \$150,000        | \$2,725,000        | \$1,086,420        | \$0             | \$3,961,420                   |
| 6 - Legal / Settlements           | \$93                        | \$0                        | \$0                               | \$0                                     | \$0              | \$0                | \$0                | \$0             | \$93                          |
| <b>Total Project Expenditures</b> | <b>\$4,300</b>              | <b>\$1,992</b>             | <b>\$149,638</b>                  | <b>\$825,000</b>                        | <b>\$875,000</b> | <b>\$2,725,000</b> | <b>\$1,086,420</b> | <b>\$0</b>      | <b>\$5,667,350</b>            |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300321302  
**Project Name:** BILQUIST ELEMENTARY SCHOOL – SIDEWALKS  
**Project Location:** SE Webster Rd from Roots Rd to Bilquist School  
**Map No:**

**Program:** 30202102-Bike/Ped Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

The ODOT Safe Routes to School Infrastructure Grant Program provides funding for projects that address barriers for students walking and biking to school. Clackamas County was awarded \$1,977,975.00 to construct sidewalks on both sides of SE Webster Road from Bilquist Elementary School to the existing Tri-Met transit stop at SE Roots Road. The existing substandard, shoulder bike lanes will be widened to standard 8-foot buffered bike lanes. The north project extent will connect to the existing school crosswalk at Bixel Way. Crosswalk upgrades consisting of illumination, center pedestrian refuge and ADA compliant curb ramps will be included. The project length is approximately 1,325 feet and also includes 7 reconstructed and 13 new ADA compliant intersection curb ramps.

**Project Justification:**

The purpose of the project is to provide a safe place for students and families to walk or bike to school. The project will separate the transportation modes and improve safety for pedestrians, cyclists and autos. The project is the result of a Safe Routes to School Action Plan for Bilquist Elementary.

**Impact on Operating Budget:**

Right of Way phase and Construction phase increased to reflect 90% construction cost estimate increases. Road Fund increased by \$329,488 to cover increased right of way and construction phase costs. State Revenue was increased by \$64,626 to accurately reflect the awarded state grant fund amount.

State funds were obtained through a SRTS Construction Grant. A 20% match is required from Transportation System Development Charge (TSDC) with a state share of 80% covering the rest of the project cost. Project milestones dates are shown below. A grant agreement (IGA) spelling out the terms of the award is in process with ODOT - contract No. 34472

**Environmental Impacts:**

The project is a state-aid project and environment impacts will be investigated during the design and construction phase, including any wetland resource impacts and stormwater considerations. An initial review of environmental resources at the time of grant submittal did not reveal any impact to any significant environmental resource within the project area.

**Changes Since Last Plan:**

Right of Way phase updated to be completed in FY23/24. Construction phase moved one year earlier to begin FY23/24.  
 Right of Way and Construction phase costs increased to reflect 90% design estimates.  
 Road Fund revenue was increased by \$329,488 to cover the increased Right of Way and Design phase expenses.  
 State Revenue was increased by \$64,626 to accurately reflect the awarded state grant fund amount.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Sep-21 | May-23       | May-24       |
| End Date   |          | Sep-24 | Mar-24       | Dec-24       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                    |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25            | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                    |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                    |            |            |            |                        |
| Road Fund                              | \$141,134            | \$0                 | \$0                        | \$0                              | \$498,375          | \$0        | \$0        | \$0        | \$639,509              |
| State Revenue                          | \$0                  | \$0                 | \$244,782                  | \$586,669                        | \$1,146,524        | \$0        | \$0        | \$0        | \$1,977,975            |
| System Development Charge              | \$0                  | \$0                 | \$61,196                   | \$146,667                        | \$491,101          | \$0        | \$0        | \$0        | \$698,964              |
| <b>Total Project Revenues</b>          | <b>\$141,134</b>     | <b>\$0</b>          | <b>\$305,978</b>           | <b>\$733,336</b>                 | <b>\$2,136,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,316,448</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300321302  
**Project Name:** BILQUIST ELEMENTARY SCHOOL – SIDEWALKS  
**Project Location:** SE Webster Rd from Roots Rd to Bilquist School  
**Map No:**

**Program:** 30202102-Bike/Ped Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

| Project Budget:<br><i>Actuals recorded thru 3.20.2023</i> | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                    |            |            |            | Total<br>Project<br>Estimate |
|---|----------------------------|---------------------------|----------------------------------|----------------------------------|--------------------|------------|------------|------------|------------------------------|
|   |                            |                           |                                  | 2023/24                          | 2024/25            | 2025/26    | 2026/27    | 2027/28+   |                              |
| <b>Expenditures:</b>                                      |                            |                           |                                  |                                  |                    |            |            |            |                              |
| 1 - Planning  | \$643                      | \$0                       | \$0                              | \$0                              | \$0                | \$0        | \$0        | \$0        | \$643                        |
| 2 - Design  | \$140,212                  | \$136,506                 | \$90,514                         | \$50,056                         | \$0                | \$0        | \$0        | \$0        | \$417,288                    |
| 3 - Right of Way  | \$0                        | \$742                     | \$78,216                         | \$323,280                        | \$0                | \$0        | \$0        | \$0        | \$402,238                    |
| 4 - Construction  | \$0                        | \$0                       | \$0                              | \$360,000                        | \$2,136,000        | \$0        | \$0        | \$0        | \$2,496,000                  |
| 6 - Outreach  | \$279                      | \$462                     | (\$462)                          | \$0                              | \$0                | \$0        | \$0        | \$0        | \$279                        |
| 6 - Outreach  | \$0                        | \$167                     | (\$167)                          | \$0                              | \$0                | \$0        | \$0        | \$0        | \$0                          |
| <b>Total Project Expenditures</b>                         | <b>\$141,134</b>           | <b>\$137,876</b>          | <b>\$168,102</b>                 | <b>\$733,336</b>                 | <b>\$2,136,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,316,448</b>           |

**Clackamas County Prospectus**  
**Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300321303  
**Project Name:** MOLALLA RIVER (KNIGHTS BRIDGE RD) BRIDGE  
**Project Location:** Molalla River @ Knights Bridge Rd  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Clackamas County received State Funded Local Projects (SFLP) funding to rehabilitate the existing bridge on Knights Bridge Road over the Molalla River. The existing bridge, built in 1964, is in need of rehabilitation. The bridge is 346 feet long, 31.5 feet wide and has a sufficiency rating of 39.5. The rehabilitation will include: 1) Phase 1 seismic retrofit of the superstructure, 2) paint the steel girders, 3) patch deck spalls, 4) seal deck cracking and perform a deck overlay, 5) patch column spalls, 6) repair delamination's and concrete spalls at columns and abutments, and 7) perform scour repair at bents, 3, 4, and 5.

**Project Justification:**

The existing bridge, built in 1964, is in need of rehabilitation. The bridge is 346 feet long, 31.5 feet wide and has a sufficiency rating of 39.5. The most recent inspection report identifies cracking in the decking, corrosion in steel girders, spalling in several columns, delamination in the pier caps, cracking in the west abutment wall, and scour in several of the footings. The bridge's load rating is currently Tier 1. It is anticipated that under a Tier 2 load rating, the bridge will need posting and require a phase 1 retrofit.

**Impact on Operating Budget:**

The total Project cost is estimated at \$3,601,086, which is subject to change. Federal funds for this Project shall be limited to \$3,231,254.48 matched by \$369,831.52 in County Road Fund.

**Environmental Impacts:**

Due to extensive in water work required to protect the bridge footing from scour action (removal of native material and placement of 2000 CY of rip rap) the environmental agencies will require extensive mitigation measures. A large portion of these measures may occur offsite. Other than the in-water work, construction impacts to the surrounding "dryland" areas will be minimal.

**Changes Since Last Plan:**

Consor Engineering has been chosen as the design consultant for this project and design has progressed thru 60% completion, final plans expected in late March 2023. Submittal for environmental permits is expected for early January 2023, however due to the extensive in water work and the short in water work period allowed in this river system, the expectation of receiving environmental permits is 5- 8 months out, which will not allow time for award of contract and the successful contractors preparation/planning of the in-water work. For these reasons it has been decided to move the construction schedule back to the summer of 2024.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Feb-21 | Jan-22       | May-24       |
| End Date   |          | Mar-23 | May-23       | May-26       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                    |                 |                |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|-----------------|----------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25            | 2025/26         | 2026/27        | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                    |                 |                |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                    |                 |                |            |                        |
| Road Fund                              | \$34,025             | \$21,091            | \$37,087                   | \$57,204                         | \$249,056          | \$2,054         | \$2,000        | \$0        | \$402,517              |
| State Revenue                          | \$0                  | \$184,277           | \$324,028                  | \$499,796                        | \$2,176,030        | \$17,946        | \$0            | \$0        | \$3,202,077            |
| <b>Total Project Revenues</b>          | <b>\$34,025</b>      | <b>\$235,899</b>    | <b>\$330,584</b>           | <b>\$557,000</b>                 | <b>\$2,425,086</b> | <b>\$20,000</b> | <b>\$2,000</b> | <b>\$0</b> | <b>\$3,604,594</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                    |                 |                |            |                        |
| 1 - Planning                           | \$0                  | \$1,102             | \$898                      | \$0                              | \$0                | \$0             | \$0            | \$0        | \$2,000                |
| 2 - Design                             | \$34,025             | \$204,267           | \$350,216                  | \$50,000                         | \$0                | \$0             | \$0            | \$0        | \$638,508              |
| 3 - Right of Way                       | \$0                  | \$7,073             | \$2,927                    | \$7,000                          | \$0                | \$0             | \$0            | \$0        | \$17,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$500,000                        | \$2,425,086        | \$20,000        | \$2,000        | \$0        | \$2,947,086            |
| <b>Total Project Expenditures</b>      | <b>\$34,025</b>      | <b>\$212,442</b>    | <b>\$354,041</b>           | <b>\$557,000</b>                 | <b>\$2,425,086</b> | <b>\$20,000</b> | <b>\$2,000</b> | <b>\$0</b> | <b>\$3,604,594</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322303  
**Project Name:** BEAVER CREEK (WARNOCK RD) CULVERT REPLACEMENT  
**Project Location:** Warnock Rd E of Leland Rd  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

A 10-foot diameter culvert under Warnock Rd conveying Beaver Creek, has begun to collapse due to a 5-foot wide bottom section rusting out and detaching. The culvert will be replaced with a fish friendly corrugated metal culvert, a three sided box culvert or assembled bridge structure.

**Project Justification:**

Warnock Road is the sole access to four properties, due to the surrounding topography and private properties, developing a secondary access is not economically feasible. With the culvert in failure, temporary measures to maintain access will need to be used until a permanent replacement can be installed, this may include a temporary bridge deck, reinforcing the existing culvert or a portable bridge may need to be installed.

**Impact on Operating Budget:**

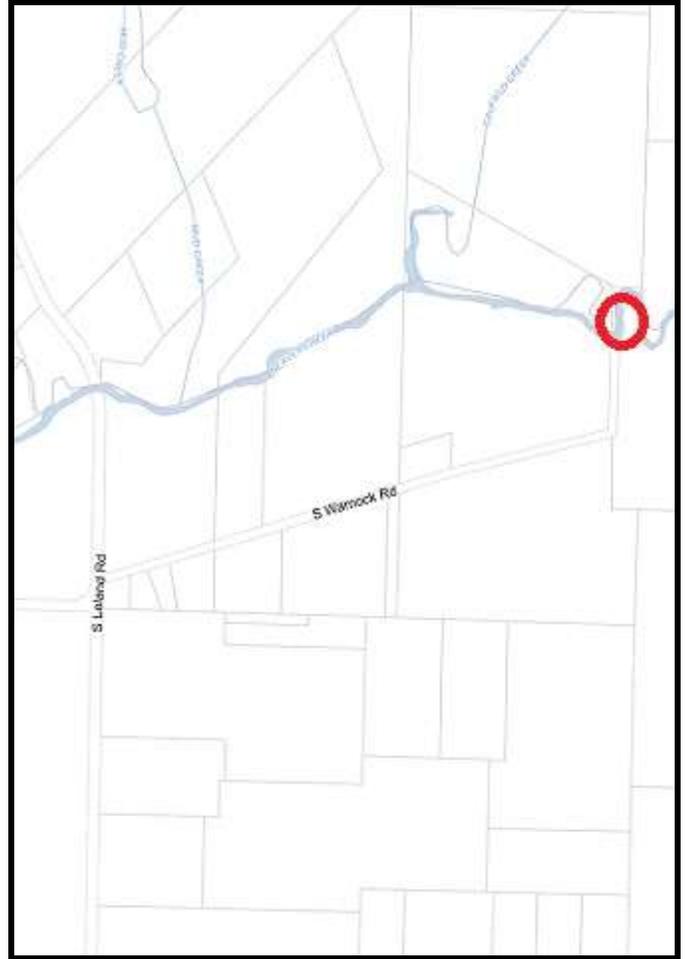
The project will be funded by County Road Funds.

**Environmental Impacts:**

Though this section of Beaver Creek is not considered Essential Salmonid Habitat, fish are present, creating environmental impacts to be managed and mitigated during in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V Guidelines for NOAA Fisheries approval. Permitting approvals will determine construction window.

**Changes Since Last Plan:**

Design Engineer and Environmental consultants have been contracted, plans are at 30% Affected roadway has been closed, remaining open to residential traffic only. A rental agreement has been secured for a temporary bridge for access if the existing culvert should fail prior to a new structure being placed. Schedule has been pushed back to construction in 2023 if permits can be obtained. Updated schedule and pushed out budget by 1 year.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Sep-21 | Nov-22       | May-23       |
| End Date   |          | Mar-23 | May-23       | Oct-23       |

| Project Budget:                   | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|-----------------------------------|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|                                   |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <b>Revenues:</b>                  |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                         | \$119,282            | \$19,580            | \$495,432                  | \$601,700                        | \$0        | \$0        | \$0        | \$0        | \$1,235,994            |
| <b>Total Project Revenues</b>     | <b>\$119,282</b>     | <b>\$19,580</b>     | <b>\$495,432</b>           | <b>\$601,700</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,235,994</b>     |
| <b>Expenditures:</b>              |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                        | \$77,608             | \$47,383            | \$82,629                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$207,620              |
| 3 - Right of Way                  | \$0                  | \$338               | \$159,662                  | \$9,000                          | \$0        | \$0        | \$0        | \$0        | \$169,000              |
| 4 - Construction                  | \$41,550             | \$56                | \$219,944                  | \$592,700                        | \$0        | \$0        | \$0        | \$0        | \$854,250              |
| 6 - Legal / Settlements           | \$124                | \$31                | (\$31)                     | \$0                              | \$0        | \$0        | \$0        | \$0        | \$124                  |
| Rental - Equipment                | \$0                  | \$5,000             | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$5,000                |
| <b>Total Project Expenditures</b> | <b>\$119,282</b>     | <b>\$52,808</b>     | <b>\$462,204</b>           | <b>\$601,700</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,235,994</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300323302  
**Project Name:** EAST BARLOW TRAIL RESTORATION - WINTER 2022 LANDS  
**Project Location:** EAST BARLOW TRAIL  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

In January of 2022, the roadway embankment supporting much of the East Barlow Trail Rd slide away in a landslide creating a hazard to the public. The Roadway was closed to all traffic to protect the traveling public. A repair is required to stabilize the slope and embankment supporting the roadway. Embankment stabilization alternatives will be evaluated including potential MSE, Soldier pile, or tie back walls in addition to repairing the damage roadway and shoulders.

**Project Justification:**

The landslide created a hazard to the traveling public and the road requires an emergency repair.

**Impact on Operating Budget:**

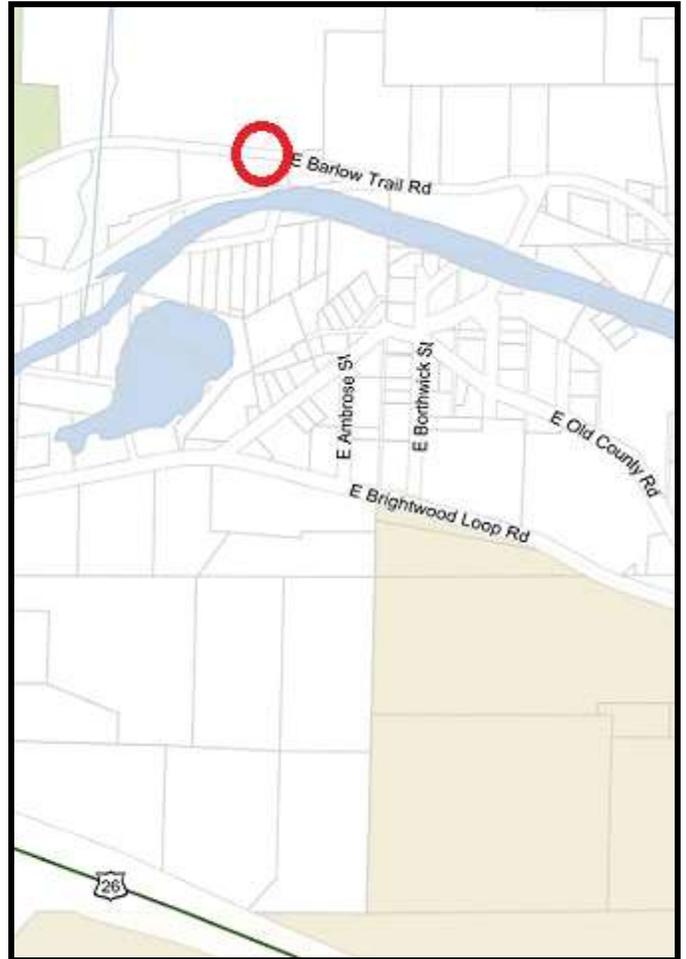
The County obtained Federal Emergency Relief Funds and an IGA with ODOT is pending. County will be reimbursed 100% for funds spent the first 90 days after the event and reimbursement will be 89.73 % thereafter. Total federal funds are limited to \$1,502,213, and the County's portion of the 10.73% match after 90 days is estimated at \$157,056 and will come from Road Fund.

**Environmental Impacts:**

The slide downslope will be evaluated for potential environmental impacts. The Sandy River is downslope of the project to the south approximately 100 feet away.

**Changes Since Last Plan:**

Several consulting firms have been hired for Design, Environmental and Archeological evaluation. Design is 60% complete. Environmental and Archeological reports may be completed and to ODOT for approval by Feb. 2023. Hinging on Federal and Environmental approval, it is anticipated construction can be completed between Aug and Oct of 2023. Estimate increase is due to completion of ODOT IGA and a fully updated engineer's estimate.



| Project Schedule: | Planning   | Design | Right of Way | Construction |
|-------------------|------------|--------|--------------|--------------|
|                   | Start Date |        | Jan-22       |              |
| End Date          |            | May-23 |              | Nov-24       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|----------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25        | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                |            |            |            |                        |
| Federal Capital Grants                 | \$0                  | \$0                 | \$371,000                  | \$1,127,886                      | \$3,327        | \$0        | \$0        | \$0        | \$1,502,213            |
| Road Fund                              | \$56,673             | \$42,512            | (\$27,912)                 | \$85,403                         | \$381          | \$0        | \$0        | \$0        | \$157,057              |
| <b>Total Project Revenues</b>          | <b>\$56,673</b>      | <b>\$42,512</b>     | <b>\$343,088</b>           | <b>\$1,213,289</b>               | <b>\$3,708</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,659,270</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                |            |            |            |                        |
| 2 - Design                             | \$56,673             | \$121,928           | \$258,634                  | \$0                              | \$0            | \$0        | \$0        | \$0        | \$437,235              |
| 4 - Construction                       | \$0                  | \$0                 | \$5,000                    | \$1,213,289                      | \$3,708        | \$0        | \$0        | \$0        | \$1,221,997            |
| <b>Total Project Expenditures</b>      | <b>\$56,673</b>      | <b>\$121,928</b>    | <b>\$263,634</b>           | <b>\$1,213,289</b>               | <b>\$3,708</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,659,232</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300323304  
**Project Name:** SE 172ND AVENUE IMPROVEMENTS - CITY OF HV  
**Project Location:** Misty Dr to Maple Hill Ln  
**Map No:** 65

**Program:** 30202101-Road Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

The City of Happy Valley has offered funds through an IGA with the County to widen 172nd Ave to a five travel lane section with bike lanes, landscape strips, and sidewalks from Misty Dr to Maple Hill Ln. The City of Happy Valley will be assisting in the coordination and review of the project, but has requested the county to manage the design and construction contracts and lead the design and construction efforts. In addition to widening the the typical cross section of the roadway, improvements will be made at major intersections including a traffic signal at Troge Rd, a multi-lane roundabout at Hemrich Rd, expansion of existing single-lane roundabout at Scouters Mountain Rd to a multi-lane roundabout, and a multi-lane roundabout at the future 190th Connector. Right-of-way acquisitions, undergrounding of existing utilities, and addition of street lighting along the project is also included. After completion of the project, the County will maintain jurisdiction of 172nd Ave.

**Project Justification:**

The additional travel lanes and center turn lanes and intersection improvements will provide congestion relief and improved safety for motor vehicles on a Major Arterial in a quickly developing area that is a high priority infrastructure project for the City of Happy Valley. Bicycle lanes and sidewalks will provide safe routes and important connections for bicyclists and pedestrians.

**Impact on Operating Budget:**

County staff time shall be funded from the remaining balance of the former City/County TSDC Joint District Fund. City of Happy Valley funds shall fund all project costs not funded from or exceeding the remaining balance of the former City/County TSDC Joint District Fund. A cash acknowledgement was received for Troge Road 1/2 street improvements related to a subdivision development through the City of Happy Valley; \$199,792 has been added to this project to reflect the transfer in of these funds.

**Environmental Impacts:**

A Joint Permit will be required for the replacement of the Rock Creek culvert near the Troge Rd intersection. Wetland mitigation may also be required because of disturbances to wetlands within the same area. Additional environmental permit requirements will be determined during design.



**Changes Since Last Plan:**

Updated budget to match up with schedule

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Apr-22 | Jul-23       | Jan-26       |
| End Date   |          | Jun-26 | Dec-25       | Jun-27       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                    |                     |                     |                     | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|---------------------|---------------------|---------------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25            | 2025/26             | 2026/27             | 2027/28+            |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                    |                     |                     |                     |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                    |                     |                     |                     |                        |
| Capital Contributions                  | \$0                  | \$0                 | \$0                        | \$0                              | \$39,958           | \$53,278            | \$53,278            | \$53,278            | \$199,792              |
| Local Gov't & Other Agencies           | \$0                  | \$0                 | \$1,384,300                | \$5,202,050                      | \$5,684,175        | \$14,448,371        | \$12,627,855        | \$12,627,857        | \$51,974,608           |
| Road Fund                              | \$7,388              | \$0                 | \$0                        | \$0                              | \$0                | \$0                 | \$0                 | \$0                 | \$7,388                |
| System Development Charge              | \$7,450              | \$0                 | \$202,966                  | \$202,967                        | \$326,867          | \$113,867           | \$113,867           | \$113,866           | \$1,081,850            |
| <b>Total Project Revenues</b>          | <b>\$14,838</b>      | <b>\$0</b>          | <b>\$1,587,266</b>         | <b>\$5,405,017</b>               | <b>\$6,051,000</b> | <b>\$14,615,516</b> | <b>\$12,795,000</b> | <b>\$12,795,001</b> | <b>\$53,263,638</b>    |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                    |                     |                     |                     |                        |
| 2 - Design                             | \$14,776             | \$34,022            | \$1,553,244                | \$1,587,267                      | \$1,000,000        | \$587,267           | \$0                 | \$0                 | \$4,776,576            |
| 3 - Right of Way                       | \$0                  | \$0                 | \$0                        | \$3,817,750                      | \$5,051,000        | \$1,233,250         | \$0                 | \$0                 | \$10,102,000           |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0                | \$12,794,999        | \$12,795,000        | \$12,795,001        | \$38,385,000           |
| 6 - Legal / Settlements                | \$62                 | \$0                 | \$0                        | \$0                              | \$0                | \$0                 | \$0                 | \$0                 | \$62                   |
| 6 - Outreach                           | \$0                  | \$748               | (\$748)                    | \$0                              | \$0                | \$0                 | \$0                 | \$0                 | \$0                    |
| 6 - Outreach                           | \$0                  | \$521               | (\$521)                    | \$0                              | \$0                | \$0                 | \$0                 | \$0                 | \$0                    |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300323304  
**Project Name:** SE 172ND AVENUE IMPROVEMENTS - CITY OF HV  
**Project Location:** Misty Dr to Maple Hill Ln  
**Map No:** 65

**Program:** 30202101-Road Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |             |              |              |              | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|-------------|--------------|--------------|--------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25     | 2025/26      | 2026/27      | 2027/28+     |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |             |              |              |              |                              |
| <b>Total Project Expenditures</b>      | \$14,838                   | \$35,290                  | \$1,551,976                      | \$5,405,017                      | \$6,051,000 | \$14,615,516 | \$12,795,000 | \$12,795,001 | \$53,263,638                 |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300323305  
**Project Name:** TICKLE CREEK (427TH AVE) CULVERT REPLACEMENT  
**Project Location:**  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

The existing 24-inch diameter culvert under SE 427th Ave conveying Tickle Creek is severely damaged and needs to be replaced. The culvert damage was caused by washout under the roadway, adjacent to the culvert. The culvert will be replaced with a larger, fish-friendly arch culvert.

SE 427th Ave is closed due to a sink hole in the roadway and a large washout area underneath the road at the existing culvert crossing.

**Project Justification:**

The existing culvert is damaged and not properly conveying Tickle Creek. The culvert needs to be replaced and the road washout and sink hole repaired in order to reopen SE 427th Ave to traffic.

**Impact on Operating Budget:**

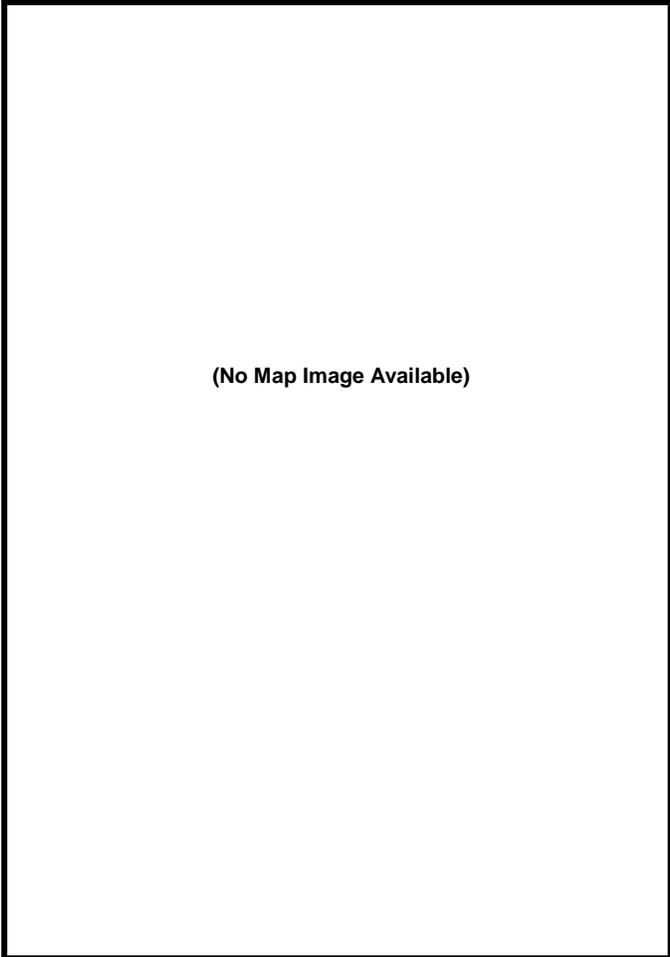
County Road Funds increased by \$104,830 to reflect consultant's 60% design level construction cost estimate.

**Environmental Impacts:**

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet ODWF Fish Passage requirements.

**Changes Since Last Plan:**

Construction Consultant expense increased by \$104,830 to reflect 60% design level cost estimate. Road Fund revenue increased by total of \$104,830.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Oct-22 | Jan-23       | Jun-23       |
| End Date   |          | Jun-23 | Jun-23       | Dec-23       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$462,670                        | \$275,200                        | \$0        | \$0        | \$0        | \$0        | \$737,870                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$462,670</b>                 | <b>\$275,200</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$737,870</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$0                        | \$39,265                  | \$126,235                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$165,500                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$21,970                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$21,970                     |
| 4 - Construction                       | \$0                        | \$0                       | \$275,200                        | \$275,200                        | \$0        | \$0        | \$0        | \$0        | \$550,400                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$39,265</b>           | <b>\$423,405</b>                 | <b>\$275,200</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$737,870</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300323306  
**Project Name:** CURB RAMP AT NAEF RD AND HAROLD AVE  
**Project Location:** Intersection of SE Naef Road and SE Harold Avenue  
**Map No:**

**Program:** 30202102-Bike/Ped Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Clackamas County has been working with an apartment complex to replace a curb ramp at the south corner of the intersection of SE Naef Rd and SE Harold Ave. The apartment complex has agreed to dedicate right-of-way for the proposed curb ramp and the county has agreed to design and construct a replacement curb ramp that improves accessibility.

The proposed curb ramp includes approximately 80 linear feet of curb & gutter and curb tight sidewalk.

**Project Justification:**

The purpose of the project is to provide a safe and accessible curb ramp at the south corner of the intersection of SE Haef Rd and SE Harold Ave. The adjacent apartment complex has partnered with the county to dedicate right-of-way for the proposed ramp.

**Impact on Operating Budget:**

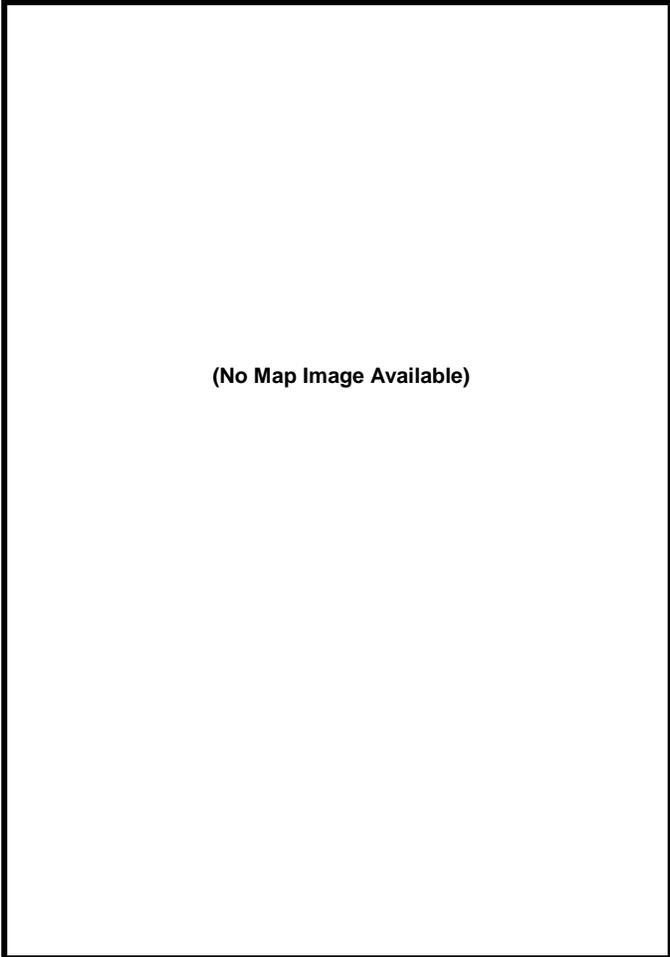
County Road Funds will be required for this project.

**Environmental Impacts:**

There are no environmental impacts associated with this project. 1200-CA Erosion & Sediment Control measures will be considered during design and implemented during the construction of this project.

**Changes Since Last Plan:**

No changes in December update.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Oct-22 | Oct-22       | Apr-23       |
| End Date   |          | Mar-23 | Mar-23       | Dec-23       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$31,500                         | \$25,000                         | \$0        | \$0        | \$0        | \$0        | \$56,500                     |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$31,500</b>                  | <b>\$25,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$56,500</b>              |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$0                        | \$377                     | \$4,623                          | \$0                              | \$0        | \$0        | \$0        | \$0        | \$5,000                      |
| 3 - Right of Way                       | \$0                        | \$0                       | \$1,500                          | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,500                      |
| 4 - Construction                       | \$0                        | \$0                       | \$25,000                         | \$25,000                         | \$0        | \$0        | \$0        | \$0        | \$50,000                     |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$377</b>              | <b>\$31,123</b>                  | <b>\$25,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$56,500</b>              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300323307  
**Project Name:** EL CAMINO WAY STORMWATER IMPROVEMENTS - ARPA  
**Project Location:** El Camino Way, El Centro Way, El Centro Ct, and La Mesa Way  
**Map No:**

**Program:** 30202106-Storm Drainage Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 230-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

The project will increase the capacity of the storm drainage system to convey the 10-year storm event to reduce the frequency of flooding. This includes replacing the existing 12-inch and 15-inch storm pipes from El Camino Way to La Mesa Way with 12-inch, 18-inch and 24-inch storm pipes along a new alignment primarily within the public right-of-way. Construction of storm drainage pipes within the roadway right-of-way would be easier to maintain than the existing system due to parts of the system being located in side and back yards.

**Project Justification:**

The El Camino Way area near Thiessen Road experiences frequent flooding, often several times a year. Based upon a stormwater hydraulic and drainage analysis, the storm pipe segments within the drainage basin are insufficiently sized to convey the 10-year storm event between El Camino Way to La Mesa Way. Clackamas County Stormwater Conveyance Standards require surface water collection systems with the potential to serve up to 10 acres of land to be sized for the post-developed 10-year storm event.

**Impact on Operating Budget:**

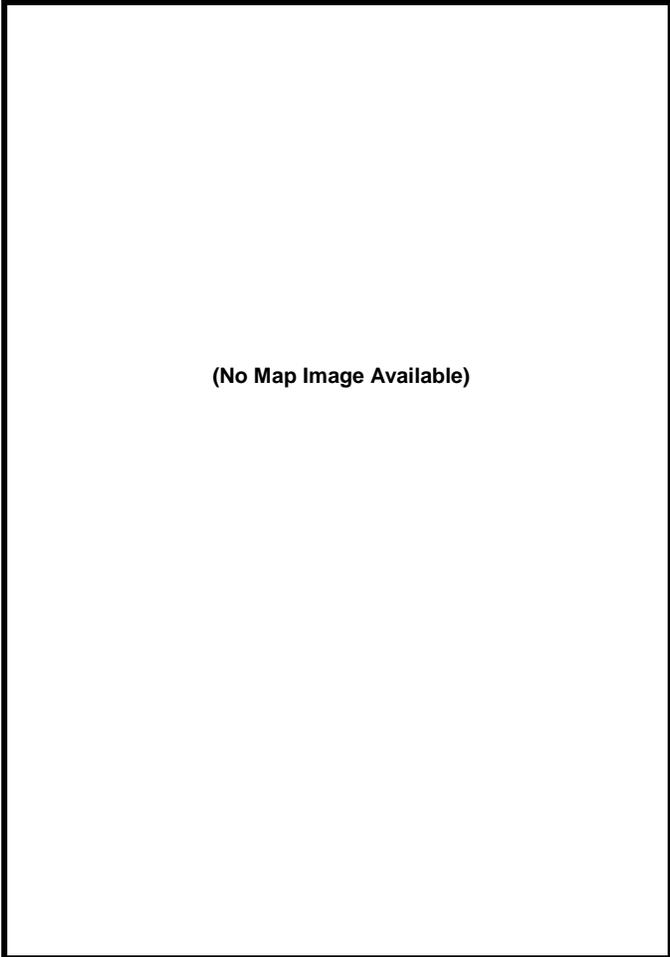
The County was awarded \$828,000 in ARPA funding for the project. There is no match to the funding.

**Environmental Impacts:**

No environmental impacts are expected but the project will require erosion control permit coordination with DEQ. During design, it will need to be determined if the project will need to meet water quality and quantity requirements.

**Changes Since Last Plan:**

New prospectus for the project.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Feb-23 | Jul-23       | May-24       |
| End Date          |          | Mar-24 | Mar-24       | Oct-24       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |            |            |            |                              |
| Federal Capital Grants                 | \$0                        | \$0                       | \$75,000                         | \$320,000                        | \$433,000        | \$0        | \$0        | \$0        | \$828,000                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$75,000</b>                  | <b>\$320,000</b>                 | <b>\$433,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$828,000</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$75,000                         | \$75,000                         | \$0              | \$0        | \$0        | \$0        | \$150,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$120,000                        | \$0              | \$0        | \$0        | \$0        | \$120,000                    |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$125,000                        | \$433,000        | \$0        | \$0        | \$0        | \$558,000                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$75,000</b>                  | <b>\$320,000</b>                 | <b>\$433,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$828,000</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300323308 **Program:** 30202106-Storm Drainage Projects  
**Project Name:** THIESSEN CULVERT REPLACEMENT & KELLOGG CREEK RE **Project Manager(s):** Joel Howie  
**Project Location:** Thiessen Road at Kellogg Creek just west of SE Aldercrest Court **Budgeted in Dept:** 230-300303 (Transp Engineering &  
**Map No:** **Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

The project will replace an undersized culvert where SE Thiessen Road crosses Kellogg Creek. The creek currently passes through a 6-foot diameter round culvert that creates a backwater and floods the roadway and private property upstream. The project is expected to replace the existing culvert with an arched culvert 12 feet wide and approximately 5 feet tall. The culvert width will accommodate a natural streambed form placed within the culvert. The wider archway will allow the natural movement of water and sediment in this section of the creek to alleviate backwater and allow for fish passage. Both ends of the culvert will be revegetated to restore the habitat along the stream in the project area. The length of the culvert will need to be confirmed to accommodate the full width of SE Thiessen Road.

The benefits of this project include reducing flooding of private property, reducing flooding of the roadway, and improving fish passage.

**Project Justification:**

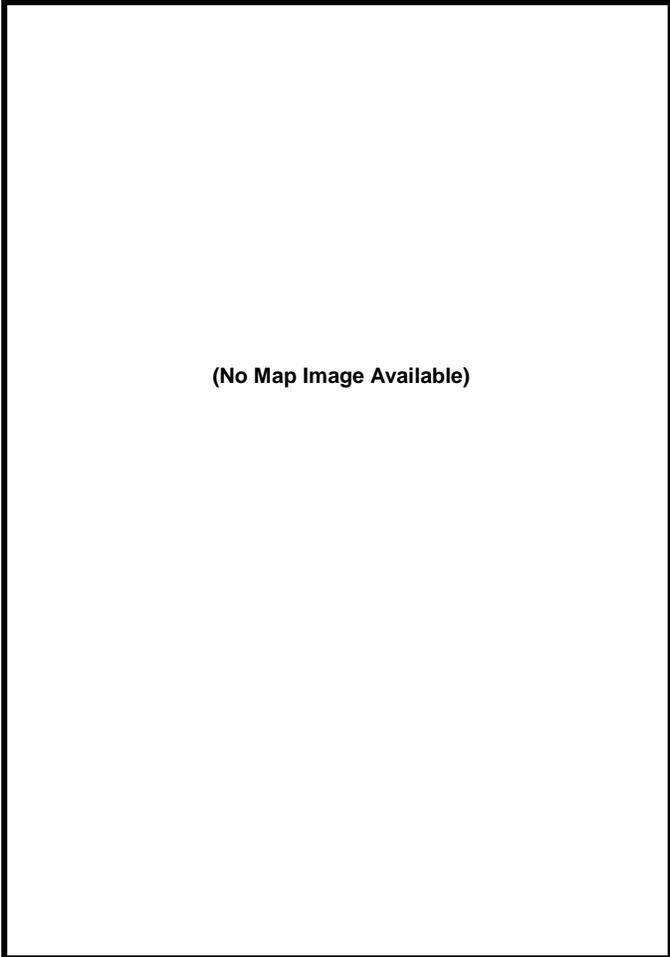
Kellogg Creek flows through an undersized (6-foot diameter) culvert that causes the creek to back up at SE Thiessen Road and flood the road and properties upstream. Due to significant backwater caused by this culvert, the location was identified as the one of the highest priority road crossing culvert replacements in the 2019 Upper Kellogg Basin Assessment prepared for Water Environment Services.

**Impact on Operating Budget:**

The County was awarded \$801,635 in ARPA funding for the project. There is no match to the funding. WES submitted an application for the funding but the WES funding calculation did not include \$39,000 for the ROW phase.

**Environmental Impacts:**

The project will improve fish passage and restore vegetation up and downstream of the new culvert. A JPA will be required to obtain Corps and DSL permits. Erosion control permit coordination with DEQ will be needed. During design, it will need to be determined if the project will need to meet water quality and quantity required.



**Changes Since Last Plan:**

New prospectus for the project.

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Apr-23 | Nov-23       | Jan-25       |
| End Date   |          | Dec-24 | Dec-24       | Oct-25       |

| Project Budget:<br><i>Actuals recorded thru 3.20.2023</i> | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |                  |            |            | Total<br>Project<br>Estimate |
|---|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|------------------|------------|------------|------------------------------|
|   |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26          | 2026/27    | 2027/28+   |                              |
| <b>Revenues:</b>  |                            |                           |                                  |                                  |                  |                  |            |            |                              |
| Federal Capital Grants                                    | \$0                        | \$0                       | \$20,000                         | \$75,000                         | \$287,800        | \$418,835        | \$0        | \$0        | \$801,635                    |
| Reimbursements  | \$0                        | \$0                       | \$0                              | \$30,000                         | \$9,000          | \$0              | \$0        | \$0        | \$39,000                     |
| <b>Total Project Revenues</b>                             | <b>\$0</b>                 | <b>\$0</b>                | <b>\$20,000</b>                  | <b>\$105,000</b>                 | <b>\$296,800</b> | <b>\$418,835</b> | <b>\$0</b> | <b>\$0</b> | <b>\$840,635</b>             |
| <b>Expenditures:</b>                                      |                            |                           |                                  |                                  |                  |                  |            |            |                              |
| 2 - Design  | \$0                        | \$0                       | \$20,000                         | \$75,000                         | \$57,800         | \$0              | \$0        | \$0        | \$152,800                    |
| 3 - Right of Way  | \$0                        | \$0                       | \$0                              | \$30,000                         | \$9,000          | \$0              | \$0        | \$0        | \$39,000                     |
| 4 - Construction  | \$0                        | \$0                       | \$0                              | \$0                              | \$230,000        | \$418,835        | \$0        | \$0        | \$648,835                    |
| <b>Total Project Expenditures</b>                         | <b>\$0</b>                 | <b>\$0</b>                | <b>\$20,000</b>                  | <b>\$105,000</b>                 | <b>\$296,800</b> | <b>\$418,835</b> | <b>\$0</b> | <b>\$0</b> | <b>\$840,635</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** B2301  
**Project Name:** HENRY CREEK (ARLIE MITCHELL ROAD) CULVERT REPLAC  
**Project Location:** ARLIE MITCHELL ROAD AT CONWAY CREEK  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Devin Patterson  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

The existing 144" (12') culvert at this location was installed in 1965 after Arlie Mitchell Road washed out in 1964, making this culvert 57 years old. This culvert is still in good, serviceable condition, however it is number one on the ODFW's Priority List and has been targeted for replacement for several years by Clackamas County, the ODFW, the Sandy River Basin Council, the Forest Service and The Freshwater Trust. This culvert is perched and is a full or partial barrier to aquatic organisms throughout most of the year. In light of recent extraordinary grant funding opportunities, some of the aforementioned partners proposed a primarily grant-funded replacement to Clackamas County. This is an unprecedented opportunity to replace a very large culvert at a fraction of the cost to the County. The project partners propose replacing the existing culvert with a modular bridge that is 1.5 times the Active Channel Width. The Freshwater Trust will lead the project and the County will perform the inspection of the construction. An agreement will be required between the County and Freshwater Trust.

**Project Justification:**

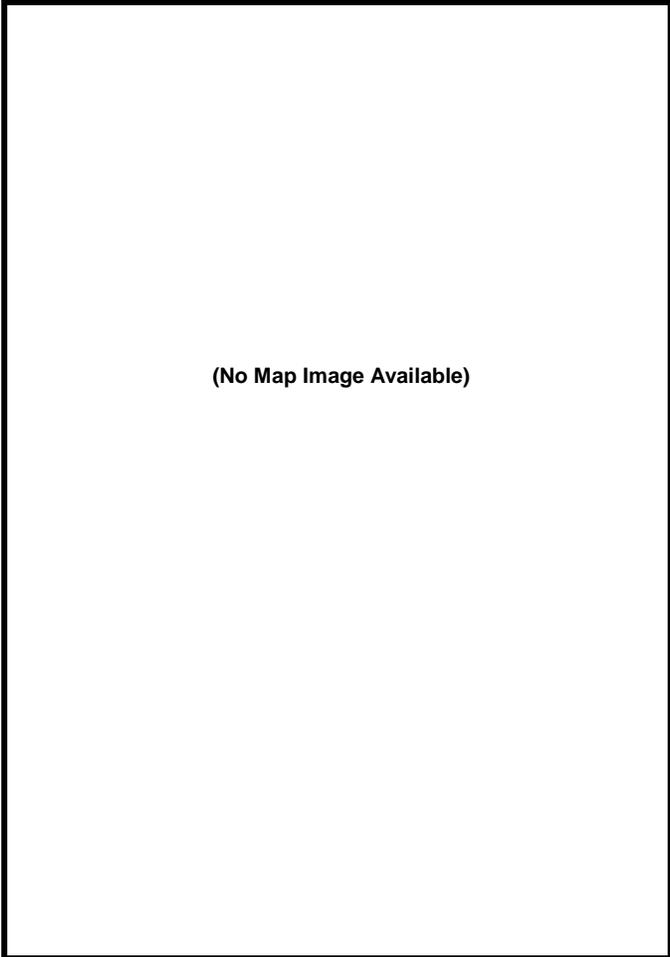
The existing culvert is aging and may be insufficient to accommodate all flow regimes. Additionally, because of the significantly perched outfall it does not meet fish-passage criteria and is a full or partial barrier to aquatic organisms throughout most of the year.

**Impact on Operating Budget:**

The total estimated project cost is \$1,018,460.00. The Freshwater Trust has obtained \$200,000 in grant funds from the City of Portland, \$500,000 from ODFW, and \$49,632 from the U.S. Forest Service. The Trust applied for an OWEB grant in the amount of \$169,072.00. The Impact to County operating budget is \$24,878.00 of in-kind services as well as a cash contribution of \$24,878.00 for a total of \$49,756.00.

**Environmental Impacts:**

Environmental impacts are anticipated. The project partners intend to use the USFS (Zigzag Ranger District) programmatic process, thus, a JPA and SFAM will not be required.



**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Feb-24 | Feb-24       | Jul-24       |
| End Date   |          | Jul-24 | Jul-24       | Aug-24       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                 |            |            |            | Total Project Estimate |                 |
|--|----------------------|---------------------|----------------------------|----------------------------------|-----------------|------------|------------|------------|------------------------|-----------------|
|  |                      |                     |                            | 2023/24                          | 2024/25         | 2025/26    | 2026/27    | 2027/28+   |                        |                 |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                 |            |            |            |                        |                 |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                 |            |            |            |                        |                 |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$35,000                         | \$14,756        | \$0        | \$0        | \$0        | \$0                    | \$49,756        |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$35,000</b>                  | <b>\$14,756</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$49,756</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                 |            |            |            |                        |                 |
| 2 - Design                             | \$0                  | \$0                 | \$0                        | \$20,000                         | \$0             | \$0        | \$0        | \$0        | \$0                    | \$20,000        |
| 3 - Right of Way                       | \$0                  | \$0                 | \$0                        | \$15,000                         | \$0             | \$0        | \$0        | \$0        | \$0                    | \$15,000        |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$14,756        | \$0        | \$0        | \$0        | \$0                    | \$14,756        |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$35,000</b>                  | <b>\$14,756</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$49,756</b> |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

|                          |   |                            |                                  |
|--------------------------|---|----------------------------|----------------------------------|
| <b>Project Number:</b>   | B2302   | <b>Program:</b>            | 30202105-Bridge Projects         |
| <b>Project Name:</b>     | CONWAY CREEK (ASCHOFF ROAD) CULVERT REPLACEMENT | <b>Project Manager(s):</b> | Devin Patterson                  |
| <b>Project Location:</b> | Aschoff Road @ Conway Creek                     | <b>Budgeted in Dept:</b>   | 215-300303 (Transp Engineering & |
| <b>Map No:</b>           |   | <b>Current Status:</b>     | ACTIVE                           |

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

There are two existing culverts at this location; a 40-inch diameter corrugated metal culvert and a 36-inch diameter concrete culvert, which convey Conway Creek under Aschoff Road. The 36" concrete culvert is misjointed, undersized and the downstream-most section has fallen off. The 40" metal pipe is badly rusted, misjointed, and undersized. The narrow roadway and lack of road shoulder in the vicinity of the existing culverts has been an ongoing maintenance and safety issue. The existing culverts also act as a partial barrier to fish-passage under certain flow regimes. It is anticipated that the existing culverts would be replaced with a precast modular bridge.

**Project Justification:**

The existing culverts are undersized, are prone to over-topping, and should be longer to provide a wider driving surface and sufficient road shoulder. Conway Creek is also known to support ESA-listed salmonids of all life stages. Constructing an open-bottomed modular bridge with a low-flow channel would provide year-around passage to aquatic species.

**Impact on Operating Budget:**

Budget for project design is anticipated to be \$653,000.00, of which \$130,600.00 would be supported by Road Fund. Budget for project construction is anticipated to be \$1,209,900.00, of which \$241,980.00 would be supported by Road Fund. A total of \$372,580.00 would be supported by Road Fund. To pay for the remainder of project costs (\$1,490,320.00), a grant application will be submitted by DTD under the federal Culvert AOP grant funding opportunity.

**Environmental Impacts:**

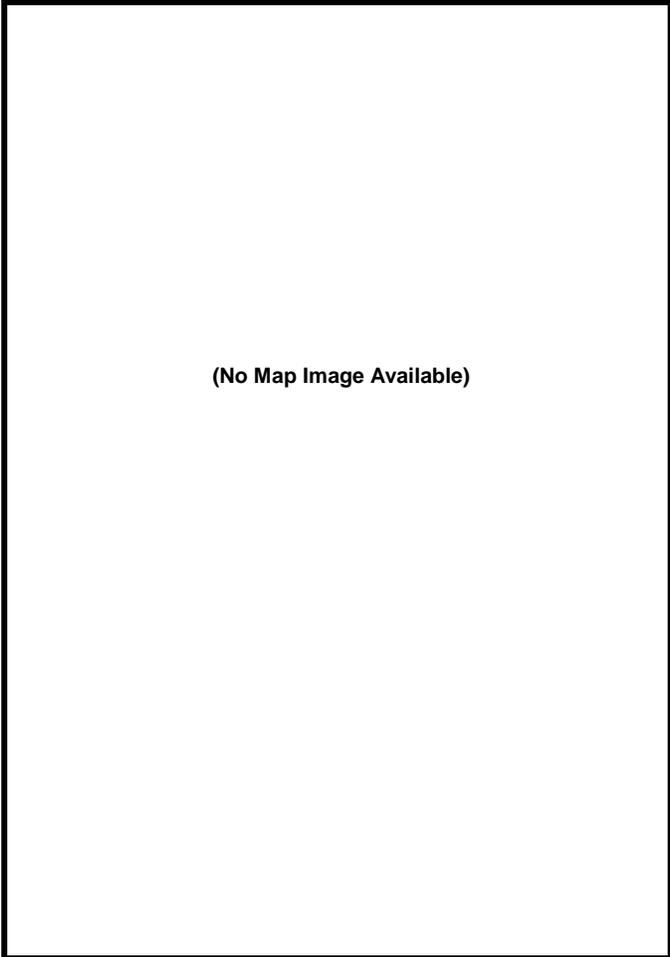
Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval. Project will require review by ODFW Fish-Passage Coordinator.

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-24 | Sep-24       | Jul-25       |
| End Date   |          | Mar-25 | Mar-25       | Dec-26       |



| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |                    |                |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|--------------------|----------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25          | 2025/26            | 2026/27        | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                  |                    |                |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |                    |                |            |                        |
| Federal Capital Grants                 | \$0                  | \$0                 | \$0                        | \$288,000                        | \$234,400        | \$965,120          | \$2,800        | \$0        | \$1,490,320            |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$72,000                         | \$58,600         | \$241,280          | \$700          | \$0        | \$372,580              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$360,000</b>                 | <b>\$293,000</b> | <b>\$1,206,400</b> | <b>\$3,500</b> | <b>\$0</b> | <b>\$1,862,900</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |                    |                |            |                        |
| 2 - Design                             | \$0                  | \$0                 | \$0                        | \$315,000                        | \$235,000        | \$0                | \$0            | \$0        | \$550,000              |
| 3 - Right of Way                       | \$0                  | \$0                 | \$0                        | \$45,000                         | \$58,000         | \$0                | \$0            | \$0        | \$103,000              |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0              | \$1,206,400        | \$3,500        | \$0        | \$1,209,900            |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$360,000</b>                 | <b>\$293,000</b> | <b>\$1,206,400</b> | <b>\$3,500</b> | <b>\$0</b> | <b>\$1,862,900</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** GR001  
**Project Name:** BULL RUN RIVER (BULL RUN RD) BRIDGE REPLACEMENT  
**Project Location:** SE Bull Run Rd @ Bull Run River  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

The Bull Run River (Bull Run Rd) Bridge is currently load restricted and in need of replacement. This project will design and construct a new bridge on a new alignment. The project will include final design, environmental permitting, right of way acquisition and construction.

**Project Justification:**

Replacement of the aging Bull Run River bridge will ensure a long-term transportation system link for the Portland water system, for emergency response, for maintenance of the timber industry, and for residents of an isolated area of Clackamas County. The existing Bull Run River bridge is load restricted and access to the water system, for emergency response and for timber harvest is heavily restricted.

**Impact on Operating Budget:**

County Road Funds are required as a match to the federal funds. The County is applying for a IIJA Grants to cover 80% of funding for the project. The County's match would be 20%.

**Environmental Impacts:**

Environmental permitting will be necessary through the County, Department of State Lands, U.S. Army Corps of Engineers, ODFW and DEQ with SHPO clearance required.

**Changes Since Last Plan:**

Submitted grant application for IIJA funds. Update of schedule if awarded IIJA funds, and update of budget based on most recent cost estimate and a 20% match.



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| Start Date               |          | Jun-23 | Jan-24       | Jan-25       |
| End Date                 |          | Jan-25 | Jan-25       | Jun-28       |

| <b>Project Budget:</b>                 | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                    |                    |                    |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|--------------------|--------------------|--------------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25            | 2025/26            | 2026/27            | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                    |                    |                    |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                    |                    |                    |            |                              |
| Federal Operating Grants               | \$0                        | \$0                       | \$0                              | \$926,958                        | \$1,116,464        | \$4,880,000        | \$4,586,338        | \$0        | \$11,509,760                 |
| Road Fund                              | \$0                        | \$0                       | \$10,000                         | \$231,739                        | \$279,116          | \$1,220,000        | \$1,196,585        | \$0        | \$2,937,440                  |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$10,000</b>                  | <b>\$1,158,697</b>               | <b>\$1,395,580</b> | <b>\$6,100,000</b> | <b>\$5,782,923</b> | <b>\$0</b> | <b>\$14,447,200</b>          |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                    |                    |                    |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$10,000                         | \$1,093,697                      | \$650,000          | \$0                | \$0                | \$0        | \$1,753,697                  |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$65,000                         | \$195,580          | \$0                | \$0                | \$0        | \$260,580                    |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$550,000          | \$6,100,000        | \$5,782,923        | \$0        | \$12,432,923                 |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$10,000</b>                  | <b>\$1,158,697</b>               | <b>\$1,395,580</b> | <b>\$6,100,000</b> | <b>\$5,782,923</b> | <b>\$0</b> | <b>\$14,447,200</b>          |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** GR002  
**Project Name:** ABERNETHY CREEK (HOLLY LN) BRIDGE REPLACEMENT  
**Project Location:** Holly Lane @ Abernethy Creek  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

The existing Abernethy Creek (Holly Lane) Bridge is currently load restricted and in need of replacement. The bridge has a sufficiency rating of only 3 due to deficiencies in the the concrete deck, floor beam cracks, and weakness of the gusset plates. The bridge will be replaced to current standards. The project will include preliminary and final design, environmental permitting, right of way acquisition and construction.

**Project Justification:**

Replacement of the Holly Lane Bridge over the Sandy River will ensure there are no load restrictions on the bridge and a bridge constructed to current standards that would allow no restrictions to emergency response, commercial truck traffic, and residents in this area of Clackamas County.

**Impact on Operating Budget:**

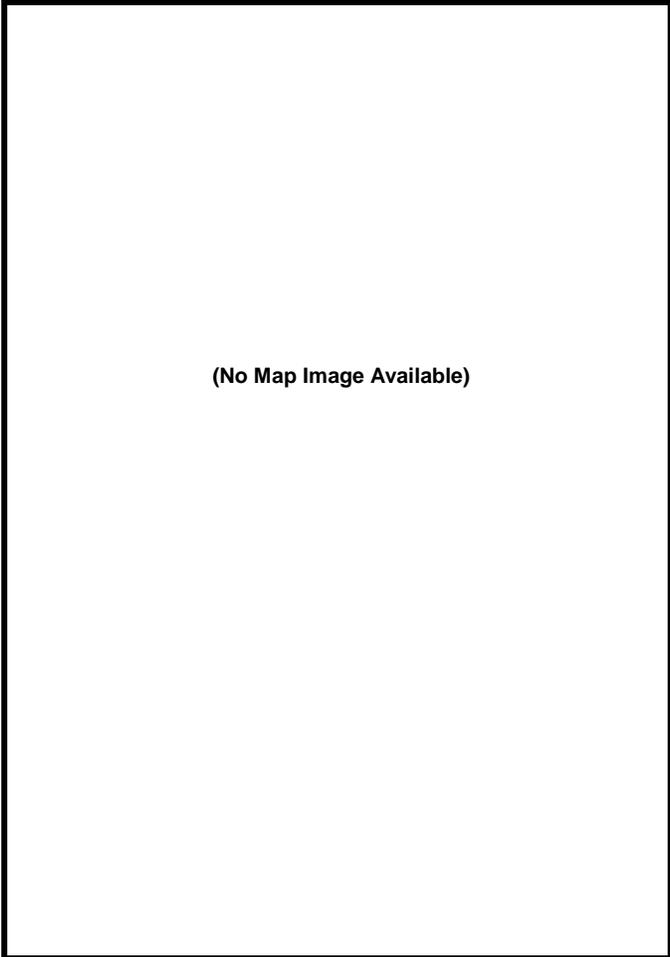
County Road Funds are required as a match to the federal funds. The County is applying for a federal Local Bridge Program Grant to cover 89.73% of funding for the project. The County's match would be 10.27%.

**Environmental Impacts:**

The project will need to gain environmental clearance through ODOT, SHPO and FHWA. It is likely permits will be needed from the Department of State Lands, U.S. Army Corps of Engineers, ODFW and DEQ.

**Changes Since Last Plan:**

Update of costs due to adding in FY 26-27 and having the project start in FY 24/25.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-25 | Jan-26       | Mar-27       |
| End Date   |          | Mar-27 | Mar-27       | Dec-28       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |                  |                    |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------------|--------------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25          | 2025/26          | 2026/27            | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                  |                  |                    |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |                  |                    |            |                        |
| Federal Operating Grants               | \$0                  | \$0                 | \$0                        | \$0                              | \$201,893        | \$345,461        | \$5,758,871        | \$0        | \$6,306,225            |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$0                              | \$23,107         | \$39,540         | \$659,129          | \$0        | \$721,776              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$225,000</b> | <b>\$385,001</b> | <b>\$6,418,000</b> | <b>\$0</b> | <b>\$7,028,001</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |                  |                    |            |                        |
| 2 - Design                             | \$0                  | \$0                 | \$0                        | \$0                              | \$225,000        | \$370,000        | \$309,000          | \$0        | \$904,000              |
| 3 - Right of Way                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0              | \$15,000         | \$85,000           | \$0        | \$100,000              |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0              | \$0              | \$6,024,000        | \$0        | \$6,024,000            |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$225,000</b> | <b>\$385,000</b> | <b>\$6,418,000</b> | <b>\$0</b> | <b>\$7,028,000</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** GR003  
**Project Name:** SANDY RIVER (LUSTED RD) BRIDGE REPLACEMENT  
**Project Location:** Lusted Rd @ Sandy River (Dodge Park)  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

The Sandy River (Lusted Rd) Bridge is currently load restricted and in need of replacement. This project will design and construct a new bridge on the same existing alignment. The project will include preliminary and final design, and environmental permitting. The County will apply for additional Highway Bridge Program funds to complete the right of way and construction phases of the project.

**Project Justification:**

Replacement of the Lusted Rd bridge over the Sandy River adjacent to Dodge Park will ensure a long-term transportation system link for emergency response, access to the area for the timber industry, and for residents of an isolated area of Clackamas County. The existing Sandy River bridge is load restricted and access for emergency response and for timber harvest vehicles is heavily restricted.

**Impact on Operating Budget:**

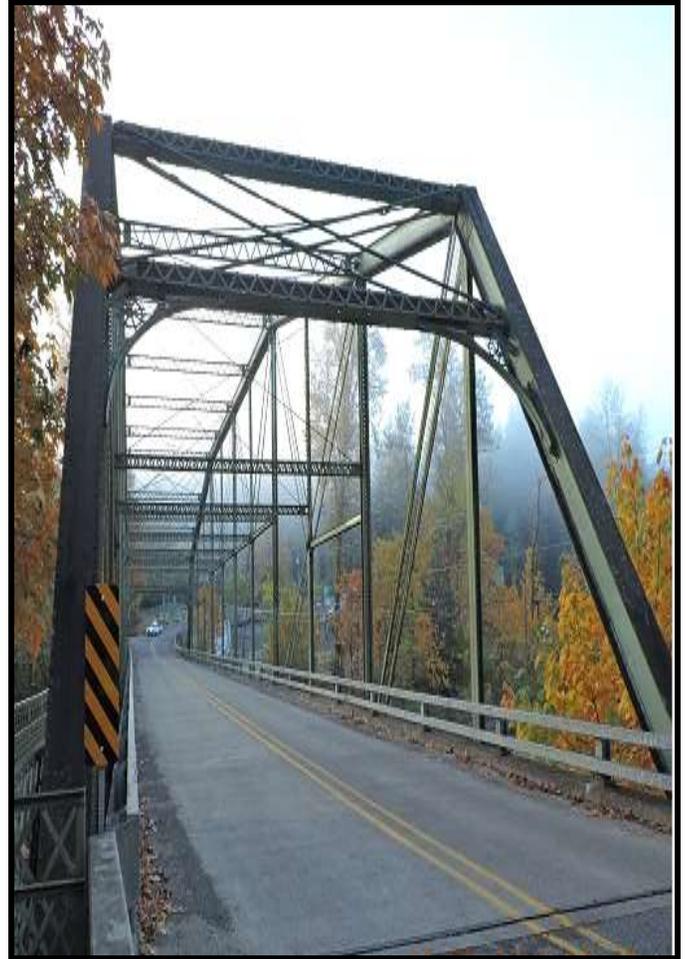
County Road Funds are required as a match to the federal funds. The County is applying for a federal Local Bridge Program Grant to cover 89.73% of funding for the project. The County's match would be 10.27%.

**Environmental Impacts:**

Environmental permitting will be necessary through the County, Department of State Lands, U.S. Army Corps of Engineers, ODFW and DEQ with SHPO clearance required.

**Changes Since Last Plan:**

Update of costs due to notification project will be awarded design phase only and funding will be available starting FY 24/25.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jan-25 |              |              |
| End Date          |          | Mar-27 |              |              |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |                  |                    |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|------------------|--------------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26          | 2026/27            | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |                  |                    |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |                  |                    |            |                              |
| Federal Operating Grants               | \$0                        | \$0                       | \$0                              | \$0                              | \$201,893        | \$605,677        | \$987,030          | \$0        | \$1,794,600                  |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$0                              | \$23,108         | \$69,323         | \$112,970          | \$0        | \$205,401                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$225,001</b> | <b>\$675,000</b> | <b>\$1,100,000</b> | <b>\$0</b> | <b>\$2,000,001</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |                  |                    |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$225,000        | \$675,000        | \$1,100,000        | \$0        | \$2,000,000                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$225,000</b> | <b>\$675,000</b> | <b>\$1,100,000</b> | <b>\$0</b> | <b>\$2,000,000</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** S2304  
**Project Name:** CANBY (M.J. LEE) FERRY RAMP IMPROVEMENTS  
**Project Location:** Canby Ferry at the Willamette River Ramps  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

The existing north ramp landing at the Canby Ferry is in need of replacement as is it moves during significant Willamette River water level changes. The south ramp appears stable but needs to be evaluated for stability as well.

**Project Justification:**

The Canby Ferry is a link across the Willamette River between the cities of Canby and Wilsonville/West Linn. The ferry's operations are disrupted when the north ramp landing moves because of significant water level changes. Also, the ramp's moving has caused damage to the bottom of the ferry boat. So far, the damage has been minor but significant damage could occur in the future.

**Impact on Operating Budget:**

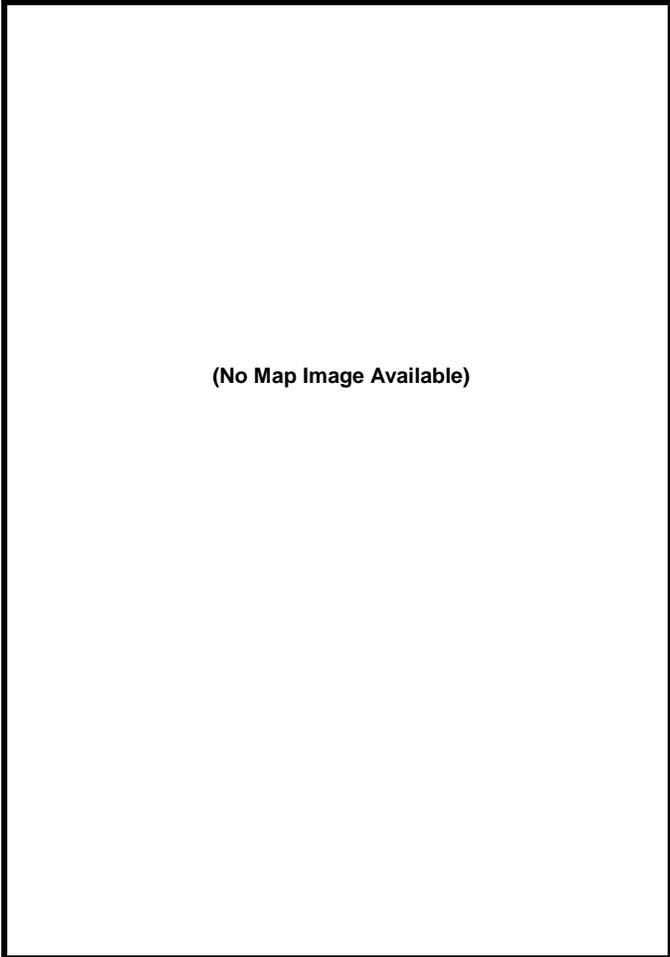
Project revenues will come from federal Ferry Boat Discretionary Program (FBD) funding (80%) with a match from County Road Funds (20%). The FBD funding is anticipated to be distributed between 2020 thru 2024.

**Environmental Impacts:**

The ramp replacement will potentially cause environmental impacts to the Willamette River and a US Army Corps of Engineers/Oregon Department of State Lands permits will be required.

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Apr-23 |              | Jul-25       |
| End Date   |          | Feb-25 |              | Oct-25       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                 |                  |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|-----------------|------------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25         | 2025/26          | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                 |                  |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                 |                  |            |            |                              |
| Federal Operating Grants               | \$0                        | \$0                       | \$0                              | \$124,000                        | \$60,000        | \$256,000        | \$0        | \$0        | \$440,000                    |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$31,000                         | \$15,000        | \$64,000         | \$0        | \$0        | \$110,000                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$155,000</b>                 | <b>\$75,000</b> | <b>\$320,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$550,000</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                 |                  |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$155,000                        | \$75,000        | \$0              | \$0        | \$0        | \$230,000                    |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0             | \$320,000        | \$0        | \$0        | \$320,000                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$155,000</b>                 | <b>\$75,000</b> | <b>\$320,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$550,000</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** SA001  
**Project Name:** CLACKAMAS COUNTY REGIONAL FREIGHT ITS PROJECT PH  
**Project Location:** County Wide (UGB Area)  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

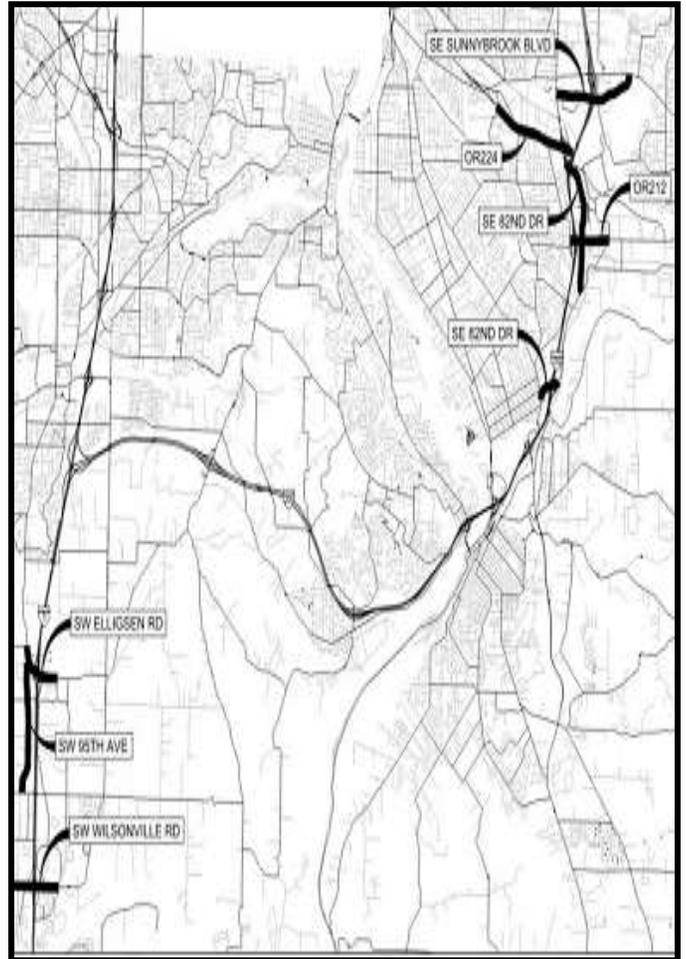
Travel time measurement – procure third-party data product(s) and/or analysis of data such as building a data dashboard for regional and local performance measures. These products will help with travel time, delay and other metrics for freight in the areas described in earlier phases of this project (K18001) and also areas that factor into freight movement to/from those areas. • Portable transportation monitoring trailer – develop requirements and procure a towable trailer with a variety of sensors and data communications to help freight operations including monitoring, counts, compliance and safety. Depending on the location, this could involve sensing the height and other dimensions of freight, speed, traffic movements and more. Partner on research to field test sensors and road-side units such as those used in Connected Vehicle applications. • Intersection upgrades consistent with earlier phases of Clackamas Freight ITS to support freight signal priority and traffic monitoring (includes wireless data communications or connections through existing fiber or conduit).o SW Grahams Ferry Road @ Day Road (in partnership with Wilsonville and Washington County)o Oatfield @ 82nd Drive in Gladstoneo Other locations as identified in the Phase 1 action plan

**Project Justification:**

In 2018, Clackamas County completed Phase 1 of Clackamas County Regional Freight ITS Project by completing County’s first Freight ITS action plan to address improvements to travel time reliability and safety of the regional freight system by reducing freight vehicle delay in known congested areas in Clackamas County by focusing on smart ITS technology solutions. The planning phase (Phase 1) of this project considered two geographically study areas, the Clackamas Industrial Study Area and the Wilsonville Industrial Study Area and focused on the first and last mile arterial connections. This Regional Freight ITS Project – Phase 2B is continuation of Phase 2A Project and is intended to complete remaining of improvements listed in the Action Plan.

**Impact on Operating Budget:**

Total project estimate for phase 2B is \$1,359,300.00. Local match of 10.27% of road fund is approximately \$139,601.00 and the remaining 89.73% of Metro’s Regional Flexible Fund Allocation is \$1,219,700.00.



**Environmental Impacts:**

**Changes Since Last Plan:**

Moved all funding back one year. Waiting on draft IGA from ODOT (expected in ~4 months)

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-23 |              | Jul-24       |
| End Date   |          | Jun-24 |              | Jun-26       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |                  |            |            | Total Project Estimate |                    |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------------|------------|------------|------------------------|--------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25          | 2025/26          | 2026/27    | 2027/28+   |                        |                    |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                  |                  |            |            |                        |                    |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |                  |            |            |                        |                    |
| Federal Operating Grants               | \$0                  | \$0                 | \$170,407                  | \$170,407                        | \$538,058        | \$403,546        | \$0        | \$0        | \$0                    | \$1,282,418        |
| Road Fund                              | \$0                  | \$0                 | \$19,503                   | \$19,503                         | \$61,583         | \$46,187         | \$0        | \$0        | \$0                    | \$146,776          |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$189,910</b>           | <b>\$189,910</b>                 | <b>\$599,641</b> | <b>\$449,733</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$1,429,194</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |                  |            |            |                        |                    |
| 2 - Design                             | \$0                  | \$0                 | \$40,000                   | \$189,910                        | \$0              | \$0              | \$0        | \$0        | \$0                    | \$229,910          |
| 4 - Construction                       | \$0                  | \$0                 | \$149,910                  | \$0                              | \$599,641        | \$449,733        | \$0        | \$0        | \$0                    | \$1,199,284        |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$189,910</b>           | <b>\$189,910</b>                 | <b>\$599,641</b> | <b>\$449,733</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$1,429,194</b> |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** SD2201 **Program:** 30202106-Storm Drainage Projects  
**Project Name:** LAURIE AVENUE STORMWATER IMPROVEMENTS PROJECT **Project Manager(s):** Joel Howie  
**Project Location:** Laurie Ave 430 Feet south of Courtney Ave and Courtney Ave at **Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Map No:** **Current Status:** ACTIVE

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

The project will instal a new stormwater mainline and catch basins on Laurie Avenue to reduce the frequency of flooding. Up to 6 catch basins and 850 LF of 12-inch diameter stormwater pipe is required to convey the 10-year storm event.

**Project Justification:**

Constant flooding occurs during the winter near 14004 SE Laurie Avenue, which is a low point along this section of road. There is no stormwater collection or conveyance infrastructure at this location and up towards the north to Courtney Avenue. There is 300-foot long section of existing 6-inch diameter stormwater main on Courtney Avenue that will need to be replaced with a 12-inch diameter storm pipe to allow for conveyance of the 10-year storm event.

**Impact on Operating Budget:**

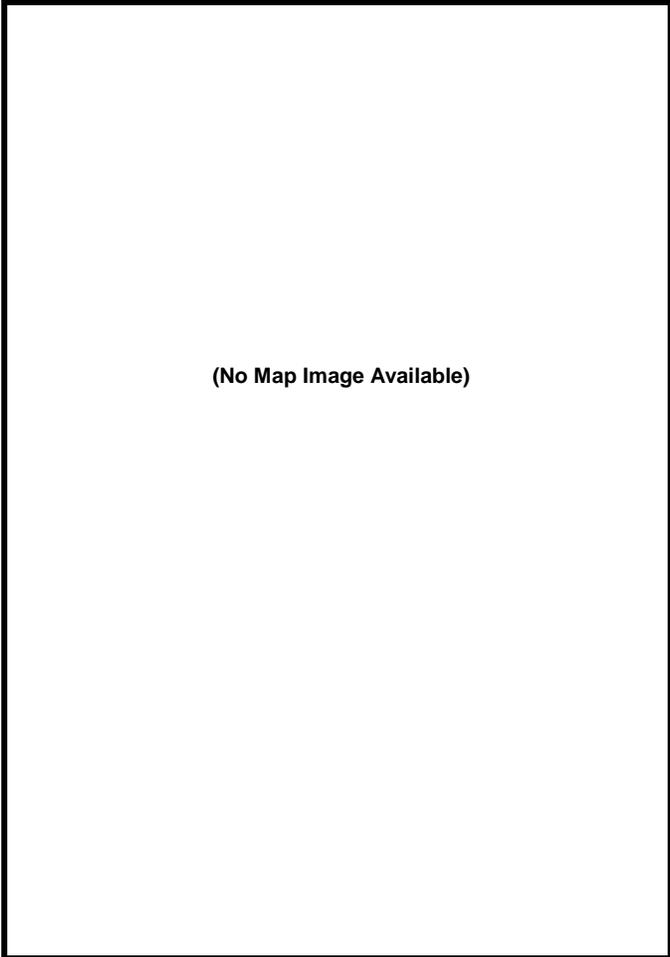
Total estimated project cost is \$675,000.00, which will come from County Road Funds.

**Environmental Impacts:**

No environmental impacts are anticipated.

**Changes Since Last Plan:**

Updated construction cost.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Apr-23 |              | Jun-24       |
| End Date          |          | Feb-24 |              | Oct-24       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$65,000                         | \$140,000                        | \$595,000        | \$0        | \$0        | \$0        | \$800,000                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$65,000</b>                  | <b>\$140,000</b>                 | <b>\$595,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$800,000</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$65,000                         | \$75,000                         | \$0              | \$0        | \$0        | \$0        | \$140,000                    |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$65,000                         | \$595,000        | \$0        | \$0        | \$0        | \$660,000                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$65,000</b>                  | <b>\$140,000</b>                 | <b>\$595,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$800,000</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** SD2202  
**Project Name:** JENNINGS LODGE ESTATES SWALES  
**Project Location:** Jennings Lodge Estates  
**Map No:**

**Program:** 30202106-Storm Drainage Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 215-300303 (Transp Engineering &  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

Jennings Lodge Estates construction was completed in spring 2022. The constructed street swales have water quality mix growth medium that has settled significantly since construction. The approved design also included a 6-inch vertical lip between top back of street curb and top grade of swale media. These two factors combined present a tripping hazard for street parking users, particularly those exiting the passenger side of the vehicle.

The proposed project will raise the swale grade to be flush with the top back of curb, and gently grade toward the center of the swale at a 4:1 slope. The swales will also be re-seeded with water quality seed mix. This will greatly reduce the tripping hazard of the swales.

The Jennings Lodge Estates Homeowner's Association (HOA) will maintain maintenance responsibility for the street swales after completion of the proposed project.

**Project Justification:**

The purpose of the project is to reduce the tripping hazard of the street swales, particularly for people exiting the passenger side of the vehicle while utilizing street parking.

**Impact on Operating Budget:**

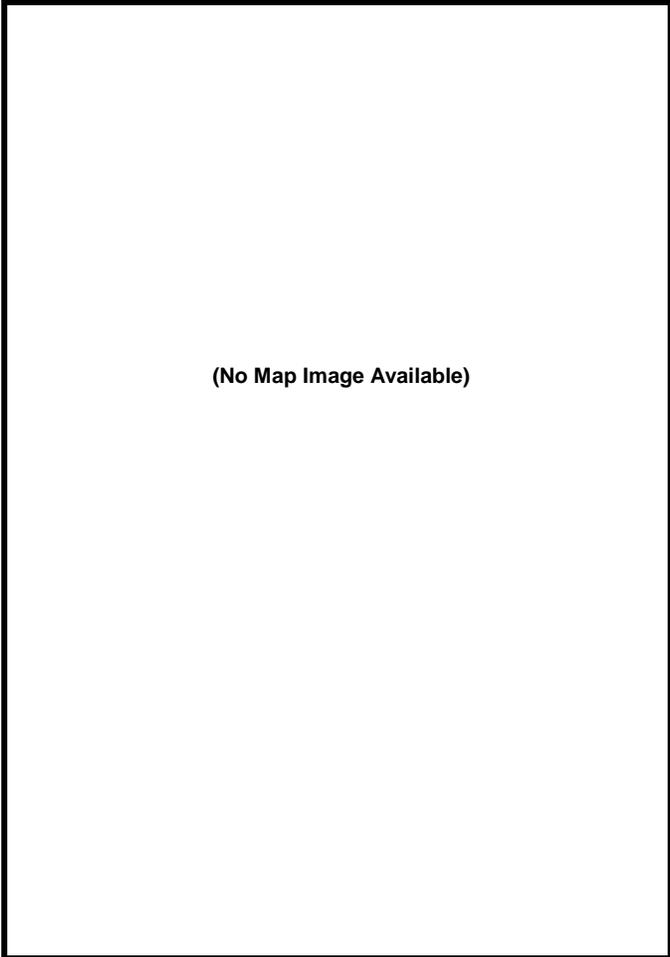
Road Funds will be required for this project.

**Environmental Impacts:**

The proposed project does not present any environmental impacts.

**Changes Since Last Plan:**

New Project.



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| Start Date               |          | Feb-23 |              | Jul-23       |
| End Date                 |          | Jun-23 |              | Dec-23       |

| <b>Project Budget:</b><br><i>Actuals recorded thru 3.20.2023</i> | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <b>Revenues:</b>   |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund  | \$0                        | \$0                       | \$12,000                         | \$232,000                        | \$0        | \$0        | \$0        | \$0        | \$244,000                    |
| <b>Total Project Revenues</b>                                    | <b>\$0</b>                 | <b>\$0</b>                | <b>\$12,000</b>                  | <b>\$232,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$244,000</b>             |
| <b>Expenditures:</b>   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design   | \$0                        | \$0                       | \$12,000                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$12,000                     |
| 4 - Construction   | \$0                        | \$0                       | \$0                              | \$232,000                        | \$0        | \$0        | \$0        | \$0        | \$232,000                    |
| <b>Total Project Expenditures</b>                                | <b>\$0</b>                 | <b>\$0</b>                | <b>\$12,000</b>                  | <b>\$232,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$244,000</b>             |

**Project Number:** 22302  
**Project Name:** Contract Paving: Clackamas River Drive  
**Project Location:** Springwater Rd to M.P. 0.55  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Maurice Hall  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** COMPLETED

**Date of Last Revision:** Feb-21

**Project Description/Scope:**

Rural contract paving package on Clackamas River Drive. Will pave 4.96 miles of road from Springwater Road to mile post 0.55.

**Project Justification:**

**Impact on Operating Budget:**

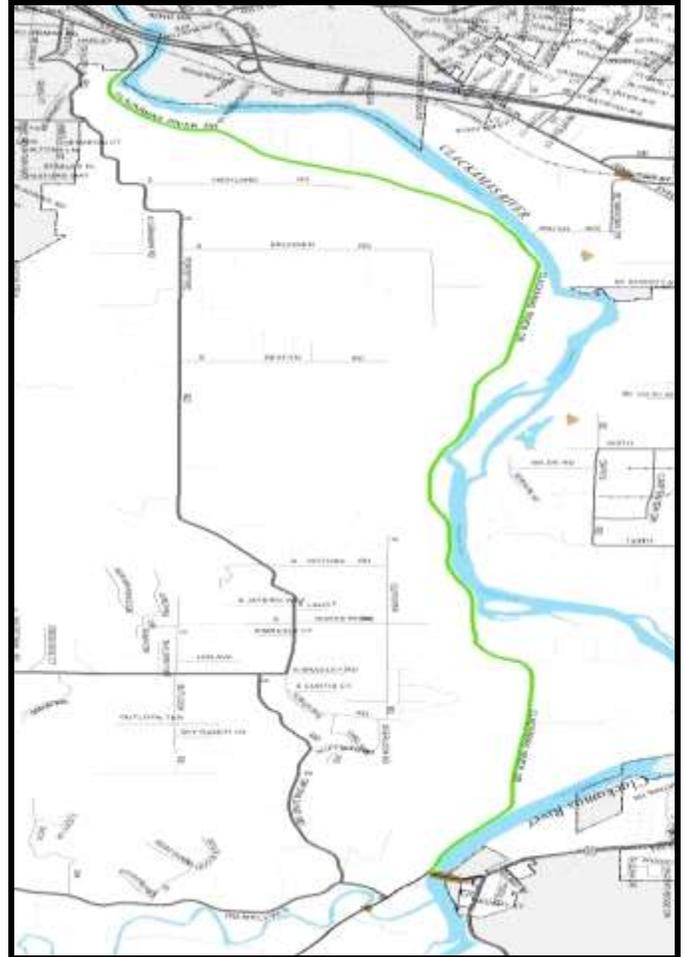
This project is being funded through HB2017 + Road Fund.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Project is complete need to do JE to move Paving actuals over to reflect correct budget.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-19 |              | Apr-20       |
| End Date   |          | Jan-20 |              | Dec-20       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$396,014            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$396,014              |
| <b>Total Project Revenues</b>          | <b>\$396,014</b>     | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$396,014</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$22,449             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$22,449               |
| 2 - Design                             | \$74,535             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$74,535               |
| 4 - Construction                       | \$299,029            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$299,029              |
| <b>Total Project Expenditures</b>      | <b>\$396,014</b>     | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$396,014</b>       |

**Project Number:** 22304  
**Project Name:** Contract Paving: Lower Highland Package  
**Project Location:** Beavercreek Rd to Upper Highland Rd  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Rural contract paving package on Lower Highland Road Road. Will pave 5.77 miles of road from Upper Highland Road to Beavercreek Road.

**Project Justification:**

**Impact on Operating Budget:**

This project is being funded through HB 2017/County Road fund.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Project completed



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jun-19 |              | Apr-20       |
| End Date   |          | Mar-20 |              | Dec-20       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$1,221,554          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,221,554            |
| <b>Total Project Revenues</b>          | <b>\$1,221,554</b>   | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,221,554</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$42,018             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$42,018               |
| 4 - Construction                       | \$1,179,535          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,179,535            |
| <b>Total Project Expenditures</b>      | <b>\$1,221,554</b>   | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,221,554</b>     |

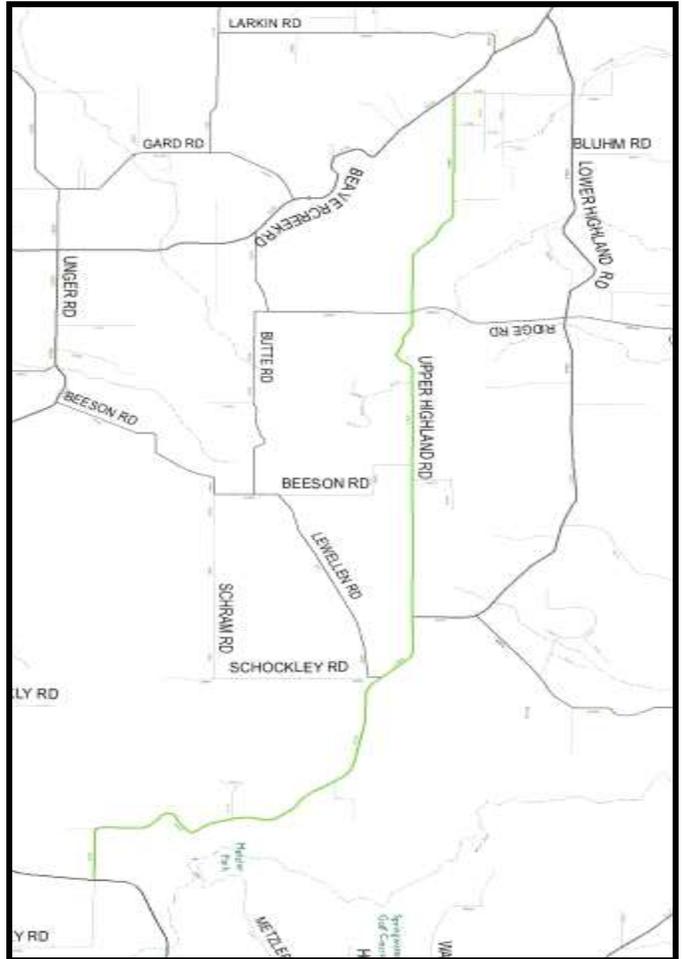
**Project Number:** 22305  
**Project Name:** Contract Paving: Upper Highland Road Package  
**Project Location:** Hwy 211 to Beaver Creek Road  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Rural contract paving package on Upper Highland Road. Will pave 8.23 miles of road from Highway 211 to Beaver Creek Road.



**Project Justification:**

**Impact on Operating Budget:**

This project is being funded through HB 2017/County Road fund.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Project completed.

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-19 |              | Apr-20       |
| End Date   |          | Apr-20 |              | Dec-20       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$3,015,852          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$3,015,852            |
| <b>Total Project Revenues</b>          | <b>\$3,015,852</b>   | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,015,852</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$46,112             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$46,112               |
| 2 - Design                             | \$55,220             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$55,220               |
| 4 - Construction                       | \$2,914,520          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$2,914,520            |
| <b>Total Project Expenditures</b>      | <b>\$3,015,852</b>   | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,015,852</b>     |

**Project Number:** 300320328  
**Project Name:** CONTRACT PAVING: KELSO / RICHEY ROAD PACKAGE  
**Project Location:** Multiple - see below.  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-23

**Project Description/Scope:**

Rural contract paving package in the Kelso / Richey Road area. Will pave 3.64 miles of road, made up of:- Kelso Rd from Richey Rd to Hwy 26.- Richey Rd from Kelso Rd to Hwy 212.

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

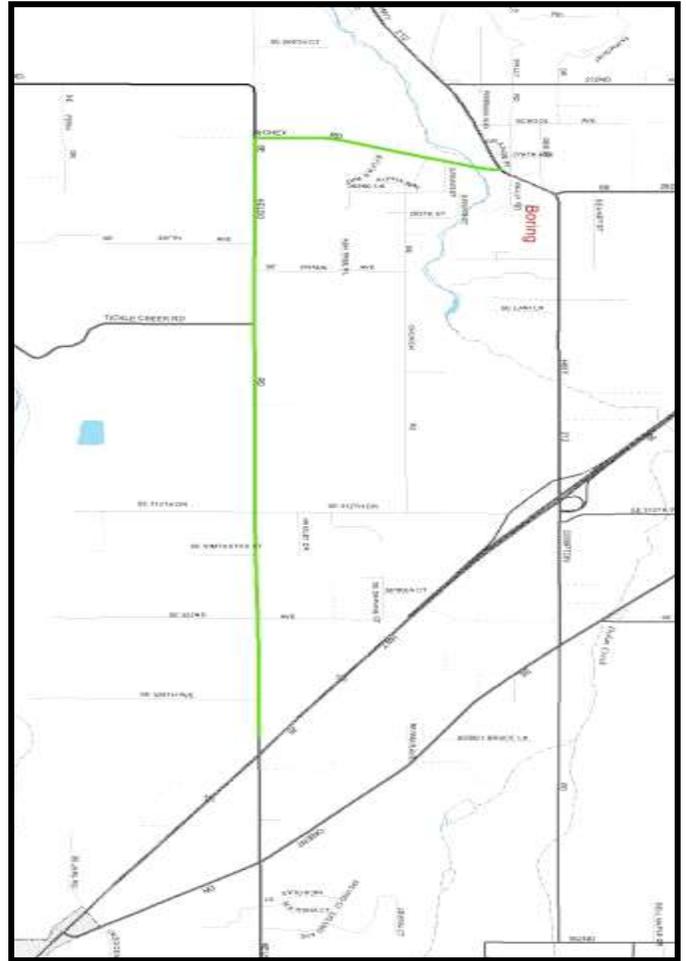
This project is being funded through HB 2017/County Road fund and State Fund Exchange.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Project is substantially completed. Awaiting close out of project prior to marking completed.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Sep-20 |              | Jul-21       |
| End Date          |          | Jun-21 |              | Dec-21       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$1,185,401          | (\$1,019,342)       | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$166,059              |
| Rural STP                              | \$0                  | \$1,019,342         | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,019,342            |
| <b>Total Project Revenues</b>          | <b>\$1,185,401</b>   | <b>\$1,019,342</b>  | <b>(\$1,019,342)</b>       | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,185,401</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$117,826            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$117,826              |
| 2 - Design                             | \$4,441              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$4,441                |
| 4 - Construction                       | \$1,063,133          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,063,133            |
| <b>Total Project Expenditures</b>      | <b>\$1,185,401</b>   | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,185,401</b>     |

**Project Number:** 300320341  
**Project Name:** CONTRACT PAVING, SUNNYSIDE RD. (122 - 132)  
**Project Location:** Sunnyside Rd. between 122nd and 132nd  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**  
 Pave Sunnyside Road from 122nd to 132nd.

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project is being funded through HB2017 + Road Fund.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Revised budget to reflect actuals. Project is substantially completed. Awaiting close out of project prior to marking completed.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jun-21 |              | Apr-22       |
| End Date          |          | Jun-22 |              | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$89,223             | \$1,706,459         | \$65,878                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,861,560            |
| <b>Total Project Revenues</b>          | <b>\$89,223</b>      | <b>\$1,706,459</b>  | <b>\$65,878</b>            | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,861,560</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$77,210             | \$1,212             | (\$202)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$78,220               |
| 4 - Construction                       | \$12,013             | \$1,766,524         | \$4,803                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,783,340            |
| <b>Total Project Expenditures</b>      | <b>\$89,223</b>      | <b>\$1,767,736</b>  | <b>\$4,601</b>             | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,861,560</b>     |

**Project Number:** 300320342  
**Project Name:** CONTRACT PAVING, SUNNYSIDE RD. (132 - 162)  
**Project Location:** Sunnyside Rd. between 132nd and 162nd  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**  
 Pave Sunnyside Road from 132nd to 162nd.

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project is being funded through HB2017 and \$200K in NW Natural Contributions.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Revised budget to reflect actuals. Overall project decrease from last update. Project is substantially completed. Awaiting close out of project prior to marking completed.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jun-21 |              | Apr-22       |
| End Date          |          | Jun-22 |              | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Reimbursements                         | \$0                  | \$0                 | \$200,000                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$200,000              |
| Road Fund                              | \$125,956            | \$3,087,729         | (\$179,154)                | \$0                              | \$0        | \$0        | \$0        | \$0        | \$3,034,530            |
| <b>Total Project Revenues</b>          | <b>\$125,956</b>     | <b>\$3,087,729</b>  | <b>\$20,846</b>            | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,234,530</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$116,101            | \$2,028             | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$118,129              |
| 4 - Construction                       | \$9,855              | \$3,172,800         | (\$66,253)                 | \$0                              | \$0        | \$0        | \$0        | \$0        | \$3,116,402            |
| <b>Total Project Expenditures</b>      | <b>\$125,956</b>     | <b>\$3,174,828</b>  | <b>(\$66,253)</b>          | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,234,530</b>     |

**Project Number:** 300322305  
**Project Name:** CONTRACT PAVING: SALMONBERRY PAVING PROJECT  
**Project Location:** In Oregon City on South End Rd between Partlow Rd and Parish  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave Salmonberry Rd between mile point 0.00 to mile point 0.25 and Columbine Ct

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

County Road Fund

**Environmental Impacts:**

**Changes Since Last Plan:**

Revised budget to reflect actuals. Overall project decrease from last update. Project is substantially completed. Awaiting close out of project prior to marking completed.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          |        |              | Mar-22       |
| End Date   |          |        |              | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$4,417              | \$199,142           | \$4,343                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$207,902              |
| <b>Total Project Revenues</b>          | <b>\$4,417</b>       | <b>\$199,142</b>    | <b>\$4,343</b>             | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$207,902</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$167                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$167                  |
| 4 - Construction                       | \$4,250              | \$203,485           | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$207,735              |
| <b>Total Project Expenditures</b>      | <b>\$4,417</b>       | <b>\$203,485</b>    | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$207,902</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322307  
**Project Name:** CONTRACT PAVING: RIVERGROVE PAVING PROJECT  
**Project Location:**  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Tualamere Ave from Childs Rd to Dogwood Dr  
 Marlin Ave from Childs Rd to Dogwood Dr  
 Dogwood Drive from beginning to the end of County maintenance

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

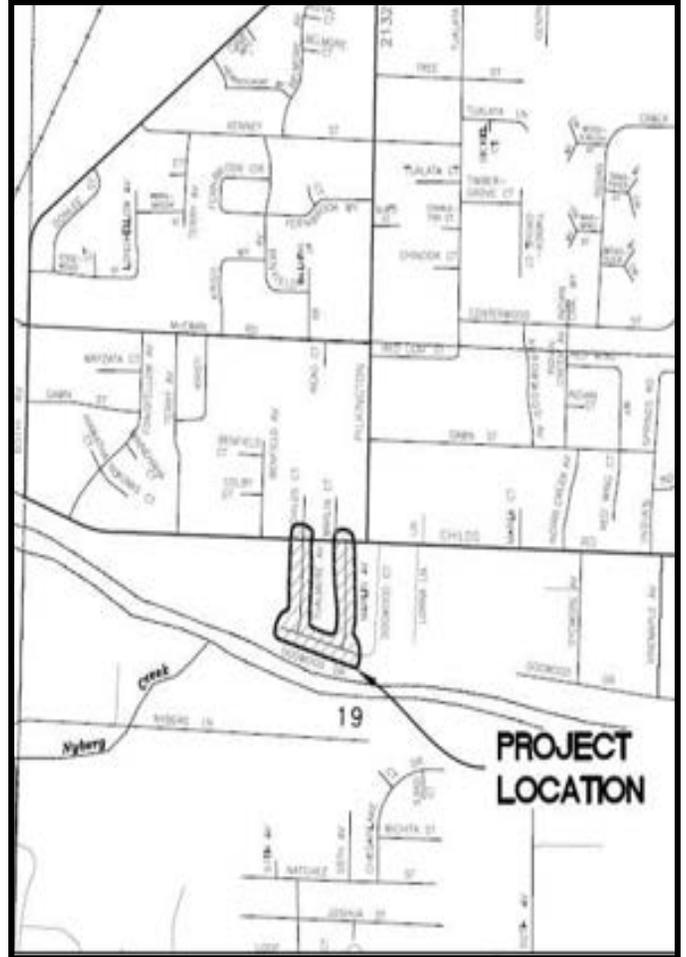
County Road Fund and City of Rivergrove

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Updated construction budget due to paving pushed out 1 year.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          |        |              | Mar-22       |
| End Date   |          |        |              | Dec-23       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Local Gov't & Other Agencies           | \$0                        | \$0                       | \$0                              | \$100,000                        | \$0        | \$0        | \$0        | \$0        | \$100,000                    |
| Road Fund                              | \$952                      | \$0                       | \$48,900                         | \$77,842                         | \$0        | \$0        | \$0        | \$0        | \$127,694                    |
| <b>Total Project Revenues</b>          | <b>\$952</b>               | <b>\$0</b>                | <b>\$48,900</b>                  | <b>\$177,842</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$227,694</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 4 - Construction                       | \$952                      | \$634                     | \$48,266                         | \$177,842                        | \$0        | \$0        | \$0        | \$0        | \$227,694                    |
| <b>Total Project Expenditures</b>      | <b>\$952</b>               | <b>\$634</b>              | <b>\$48,266</b>                  | <b>\$177,842</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$227,694</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322338  
**Project Name:** CONTRACT PAVING: HILLOCKBURN RD PROJECT  
**Project Location:** Hillockburn Road between Highway 211 and Horner Road  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 1.5 miles of Hillockburn Road from Highway 211 to Horner Road with asphalt.

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

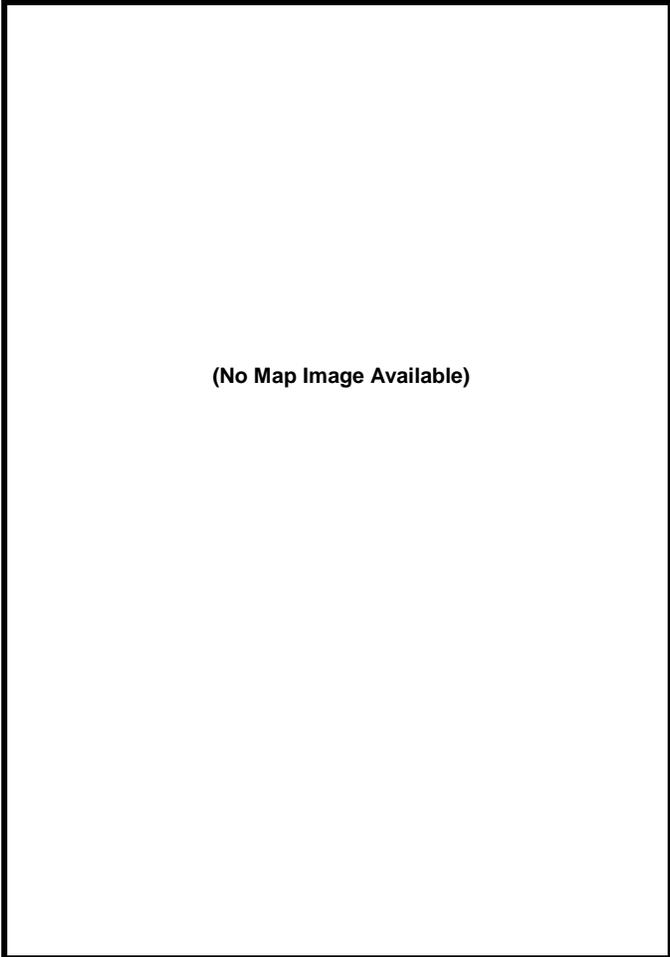
This project will be funded by HB 2017 funds.

**Environmental Impacts:**

none

**Changes Since Last Plan:**

Updated FY23/24 construction budget to reflect engineers estimate. Added \$200K to overall project total .



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | May-22 | Aug-22       | Apr-23       |
| End Date   |          | May-23 | Apr-23       | Dec-23       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$25,447                   | \$43,862                  | \$143,138                        | \$488,225                        | \$0        | \$0        | \$0        | \$0        | \$700,672                    |
| <b>Total Project Revenues</b>          | <b>\$25,447</b>            | <b>\$43,862</b>           | <b>\$143,138</b>                 | <b>\$488,225</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$700,672</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$25,447                   | \$49,040                  | \$37,960                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$112,447                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$2,000                          | \$0                              | \$0        | \$0        | \$0        | \$0        | \$2,000                      |
| 4 - Construction                       | \$0                        | \$0                       | \$98,000                         | \$488,225                        | \$0        | \$0        | \$0        | \$0        | \$586,225                    |
| <b>Total Project Expenditures</b>      | <b>\$25,447</b>            | <b>\$49,040</b>           | <b>\$137,960</b>                 | <b>\$488,225</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$700,672</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322339  
**Project Name:** CHIP SEAL: WILSONVILLE PACKAGE  
**Project Location:** Multiple roads west of the City of Wilsonville. See detailed descri  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will place 8.5 miles of chip seal on rural roads. This project will chip seal the following roads:

- Baker Road from McConnel Road to the boundary line of Clackamas and Washington Counties
- Baker Road from Bell Road to Morgan Road
- Baker Road from McConnell Road to Morgan Road
- Tooze Road from McConell Road to Baker Road
- Mallory Way from Tooze Road to Grahams Ferry Road
- Westfall Road from city limits to 145th Avenue
- 145th Avenue from Westfall Road to Tooze Road
- Baker Road from Westfall Road to Tooze Road
- Morgan Road from Baker Road to Tonquin Road

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

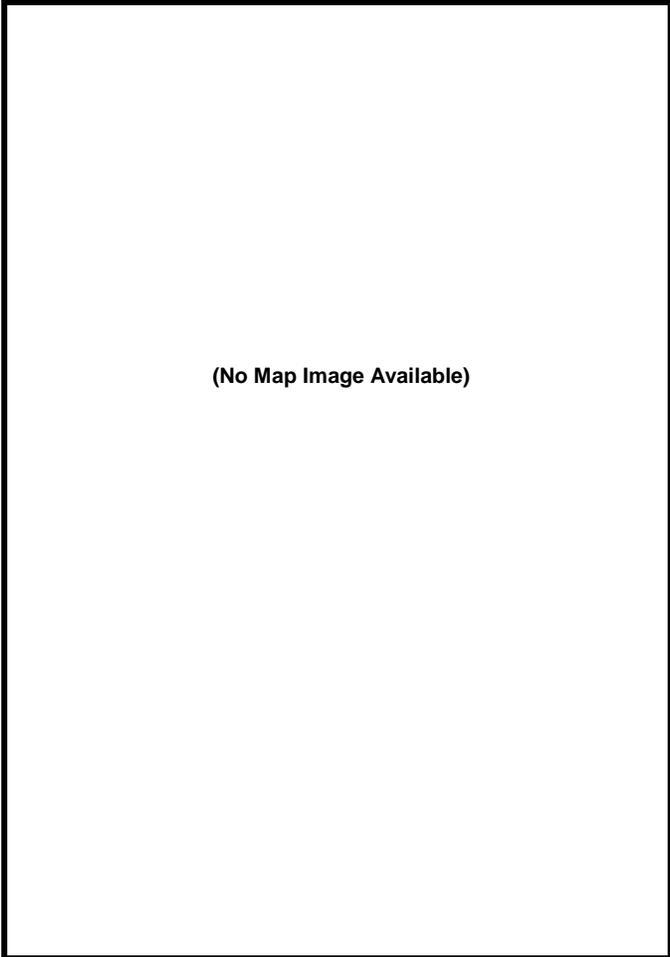
This project will be funded by HB 2017 funds and County road funds.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

No changes for December Update



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | May-22 |              | Apr-23       |
| End Date   |          | May-23 |              | Dec-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$3,764              | \$1,789             | \$76,711                   | \$392,750                        | \$0        | \$0        | \$0        | \$0        | \$475,014              |
| <b>Total Project Revenues</b>          | <b>\$3,764</b>       | <b>\$1,789</b>      | <b>\$76,711</b>            | <b>\$392,750</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$475,014</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$3,764              | \$3,311             | \$5,439                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$12,514               |
| 4 - Construction                       | \$0                  | \$0                 | \$69,750                   | \$392,750                        | \$0        | \$0        | \$0        | \$0        | \$462,500              |
| <b>Total Project Expenditures</b>      | <b>\$3,764</b>       | <b>\$3,311</b>      | <b>\$75,189</b>            | <b>\$392,750</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$475,014</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322340  
**Project Name:** CHIP SEAL: ESTACADA EAGLE CREEK PACKAGE  
**Project Location:** Multiple roads near Estacada and Eagle Creek. See detailed des  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will place 27.6 miles of chip seal on rural roads. This project will chip seal the following roads:

- Coupland Road from Currin Road to Tracy Road
- Tumala Mountain Road from Coupland Road to Divers Road
- Surface Road from Highway 224 to Tumala Mountain Road
- Kemp Road from Tumala Mountain Road to Divers Road
- Coupland Road from Tracy Road to Divers Road
- Divers Road from Coupland Road to Fall Creek Road
- Snuffin Road from Davis Road to Currin Road
- Currin Road from Snuffin Road to Coupland Road
- Coupland Road from Currin Road to Cemetery Road
- Davis Road from Tracy Road to dead end
- Tracy Road from Currin Road to Coupland Road
- Eagle Creek Road from Highway 211 to Hinman Road
- Dowty Road from Highway 224 to Folsom Road
- Folsom Road from Dowty Road to Samuels Road
- Wildcat Mountain Drive from Eagle Creek Road to Highway 224
- Duus Road from Eagle Creek Road to Currin Road
- Riverside Way from Eagle Creek Road to gate at address 24042
- Folsom Road from Eagle Creek Road to Highway 224
- Kegan Road from Wildcat Mountain Road to Eagle Creek Road
- Hieple Road from Eagle Creek Road to Samuels Road
- Samuels Road from Heiple Road to Folsom
- Folsom Road from Samuels Road to gate at address 24061

(No Map Image Available)

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

No changes for December Update

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | May-22 |              | Apr-23       |
| End Date   |          | May-23 |              | Dec-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$5,279              | \$3,313             | \$224,338                  | \$1,197,700                      | \$0        | \$0        | \$0        | \$0        | \$1,430,629            |
| <b>Total Project Revenues</b>          | <b>\$5,279</b>       | <b>\$3,313</b>      | <b>\$224,338</b>           | <b>\$1,197,700</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,430,629</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$5,279              | \$5,243             | \$14,407                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$24,929               |
| 4 - Construction                       | \$0                  | \$0                 | \$208,000                  | \$1,197,700                      | \$0        | \$0        | \$0        | \$0        | \$1,405,700            |
| <b>Total Project Expenditures</b>      | <b>\$5,279</b>       | <b>\$5,243</b>      | <b>\$222,407</b>           | <b>\$1,197,700</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,430,629</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322341  
**Project Name:** SLURRY SEAL: OVERLAND PARK AREA  
**Project Location:** Multiple-See detailed description below  
**Map No:**

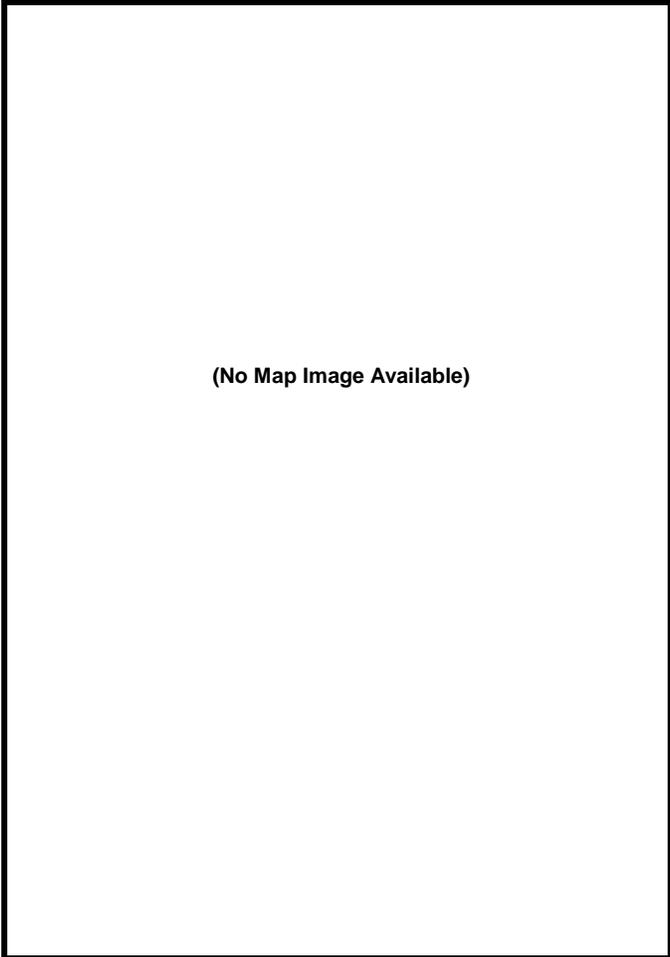
**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

This is a slurry seal project. This project will place slurry seal on 6.7 miles of urban roads. This project will slurry seal the following roads:

- Pierce Street from Bell Avenue to Eckler Avenue
- Alder Place from Linwood Avenue to 65th Avenue
- Clackamas Street from 82nd Avenue to address 7736
- May Street from Overland Street to Bell Avenue
- Overland Street from Bell Avenue to Linwood Avenue
- Hazel Street from 72nd Avenue to 67th Avenue
- Queen Road from 70th Avenue to Linwood Avenue
- Jack Road from Linwood Avenue to 70th Avenue
- Fir Avenue from 72nd Street to 67th Avenue
- Fern Avenue from 67th Avenue to 72nd Street
- 70th Avenue from the County line to Alberta Avenue
- 67th Avenue from Alberta Avenue to Clatsop Street
- Brehaut Street from Bell Avenue to dead end
- 70th Avenue from Johnson Creek Boulevard to Overland Street
- 66th Avenue from Jordan Avenue to Needham Street
- 65th Avenue from Clatsop Street to Hazel Avenue
- Roslyn Street from 80th Avenue to 79th Avenue
- Snider Avenue from Eckler Avenue to Bell Avenue
- 72nd Avenue from Drew Avenue to dead end
- 67th Avenue from Overland Street to Alder Place
- Laura Avenue from 66th Avenue to Needham Street
- 73rd Court from Monroe Avenue to address 10811
- Steen Court from Linwood Avenue to address 6282
- Imperial Court from 74th Avenue to address 7363
- Harrison Street from 77th Avenue to 78th Avenue
- 77th Avenue from Thompson Road to Monroe Street
- Jack Street from 74th Avenue to address 7313
- 80th Avenue from Johnson Creek Boulevard to Clackamas Street
- Fir Street from 65th Avenue to dead end
- Fern Street from 62nd Avenue to cul de sac
- 78th Court from Thompson Road to cul de sac
- Jordan Avenue from Bell Avenue to 64th Avenue
- 64th Avenue from Jordan Avenue to Laura Avenue
- Eckler Avenue from Lamphier Street to Drew Avenue
- 70th Avenue from Drew Avenue to Sandview Street
- Jack Street from 12169 Jack Street to 75th Avenue
- 75th Avenue from Jack street to end of pavement joint



**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

No changes for December Update

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | May-22 |              | Jul-23       |
| End Date   |          | May-23 |              | Dec-23       |

| Project Budget:                 | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |         |         |         |          | Total<br>Project<br>Estimate |
|---------------------------------|----------------------------|---------------------------|----------------------------------|----------------------------------|---------|---------|---------|----------|------------------------------|
|                                 |                            |                           |                                  | 2023/24                          | 2024/25 | 2025/26 | 2026/27 | 2027/28+ |                              |
| Actuals recorded thru 3.20.2023 |                            |                           |                                  |                                  |         |         |         |          |                              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322341  
**Project Name:** SLURRY SEAL: OVERLAND PARK AREA  
**Project Location:** Multiple-See detailed description below  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

| Project Budget:<br><i>Actuals recorded thru 3.20.2023</i> | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|---|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|   |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <b>Revenues:</b>  |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund   | \$4,443                    | \$928                     | \$80,723                         | \$214,745                        | \$0        | \$0        | \$0        | \$0        | \$300,838                    |
| <b>Total Project Revenues</b>                             | <b>\$4,443</b>             | <b>\$928</b>              | <b>\$80,723</b>                  | <b>\$214,745</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$300,838</b>             |
| <b>Expenditures:</b>                                      |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design  | \$4,443                    | \$11,081                  | \$2,569                          | \$0                              | \$0        | \$0        | \$0        | \$0        | \$18,093                     |
| 4 - Construction  | \$0                        | \$0                       | \$68,000                         | \$214,745                        | \$0        | \$0        | \$0        | \$0        | \$282,745                    |
| <b>Total Project Expenditures</b>                         | <b>\$4,443</b>             | <b>\$11,081</b>           | <b>\$70,569</b>                  | <b>\$214,745</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$300,838</b>             |

Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28

**Project Number:** 300322342  
**Project Name:** SLURRY SEAL: HAPPY VALLEY PACKAGE  
**Project Location:** Multiple-See detailed description below  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This is a slurry seal project. This project will place slurry seal on 12.9 miles of urban roads. This project will slurry seal the following roads:

- Easthampton Street from 126th Avenue to 122nd Avenue
- 124th Avenue from Easthampton Street to dead end
- 123rd Court from Easthampton Street to culdesac
- Huron Street from 122nd Avenue to address 12258
- Katlin from 132nd Avenue to Marci Way
- 127th Avenue from address 13654 to address 13745
- Sunnyview Drive from 127th Avenue to 129th Avenue
- 130th Drive from Hubbard Road to 132nd Avenue
- 131st Drive from Hubbard Road to 132nd Avenue
- Commanche Court from 131st Drive to culdesac
- Morning Sun Drive from Sieben Creek Drive to Territory Drive
- Alimarie Drive from Ellen Drive to culdesac
- Red Maple Lane from 142nd Avenue to 141st Avenue
- 141st Avenue from address 13921 to culdesac
- Frontier Avenue from Territory Drive to Sieben Creek Drive
- Pioneer Drive from 152nd Drive to Frontier Avenue
- Territory Drive 152nd Avenue to Hines Drive
- Sierra Drive from Shannon View to Highpoint Street
- Sierra Drive from Marci Way to dead end
- 127th Avenue from culdesac to dead end
- Princeton Village Way from 142nd Avenue to 145th Avenue
- Bridgeton Street from 145th Avenue to culdesac
- 144th from Princeton Village Way to Oregon Trail Drive
- Gilesford Street from Frontier Avenue to Brackenbush Road
- Brackenbush Rd from 152nd Drive to Fontier Avenue
- 133rd Avenue from 132nd Avenue to Sunnyside Road
- Marci Way from Sierra Drive to culdesac
- 130th Avenue from 132nd Avenue to Sunnyside Road
- Brian Court from 130th Drive to dead end
- Reeves Court from Megan Way to dead end
- Blaine Drive from culdesac to 126th Avenue
- Sedona Drive from 152nd Drive to Pinegrove loop
- 150th Place from Sedona to address 15005
- Pinegrove Loop from address 15040 to address 15124
- Pinegrove Court from Pinegrove loop to dead end
- Lone Pine Drive from Sieben Park Way to Morning Sun Drive
- John Ashley Drive from 150th Terrace to 152nd Drive
- 151st Terrace from John Ashley Drive to Elm Park Drive
- 150th Terrace from Elm Park Drive to Oregon Trail Drive
- Elm Park Drive from 151st Terrace to dead end
- Hemmen Avenue from Brackenbush Road to address 14894
- Pomfret Road from Hemmen Avenue to fence
- Paddington Road from Berkshire Avenue to Hemmen Avenue
- Covington Road from Berksire Avenue to Hemmen Avenue
- Stanhope Road from Berksire Avenue to Hemmen Avenue
- Normandy Drive from 132nd Avenue to 127th Avenue
- 131st Avenue from Almond Court to address 22686 Normandy Drive
- 124th Avenue from 124th Avenue to Blaine Drive
- Sieben Creek Drive from address 14966 to address 15050
- 126th Avenue from address 14054 to Blaine Drive
- Mountain Sun Drive from 122nd to dead end
- Gannon Drive from Rogers Lane to 139th Avenue
- Ellen Drive from Gannon Drive to Sierra Drive
- Rogers Lane from Scenic Ridge Drive to Genoa Drive
- Glendon Drive from Rogers Lane to Sierra Drive
- Territory Drive from 142nd Avenue to Territory Drive
- Filbert Drive from Territory Drive to Sieben Creek Drive
- Rose Meadow Drive from 132nd Avenue to 134th Avenue
- 134th Avenue from Rose Meadow Drive to Verona Drive
- Hines Drive from Campfire Way to dead end

(No Map Image Available)

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322342  
**Project Name:** SLURRY SEAL: HAPPY VALLEY PACKAGE  
**Project Location:** Multiple-See detailed description below  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

No changes for December Update

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | May-22 |              | Apr-23       |
| End Date   |          | May-23 |              | Dec-23       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$7,303                    | \$2,451                   | \$94,349                         | \$456,000                        | \$0        | \$0        | \$0        | \$0        | \$560,103                    |
| <b>Total Project Revenues</b>          | <b>\$7,303</b>             | <b>\$2,451</b>            | <b>\$94,349</b>                  | <b>\$456,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$560,103</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$7,303                    | \$2,451                   | \$10,649                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$20,403                     |
| 4 - Construction                       | \$0                        | \$0                       | \$83,700                         | \$456,000                        | \$0        | \$0        | \$0        | \$0        | \$539,700                    |
| <b>Total Project Expenditures</b>      | <b>\$7,303</b>             | <b>\$2,451</b>            | <b>\$94,349</b>                  | <b>\$456,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$560,103</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322344 **Program:** 30202121-HB2017 Program Cost  
**Project Name:** CONTRACT PAVING: LAKE OSWEGO - PILKINGTON PACKAG **Project Manager(s):** Jon Sparks  
**Project Location:** Four roads located north of SW Childs Road between SW 65th A **Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Map No:** **Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 0.5 miles of urban local roads with asphalt. This project will pave the following roads:

- Tualata Avenue from Jean Road to Kenny Street
- Colby Court from Benfield Avenue to Dead end
- Pilkington Road from Childs Road to Dawn Street
- Red Wing Court from Dawn Street to Dead End

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

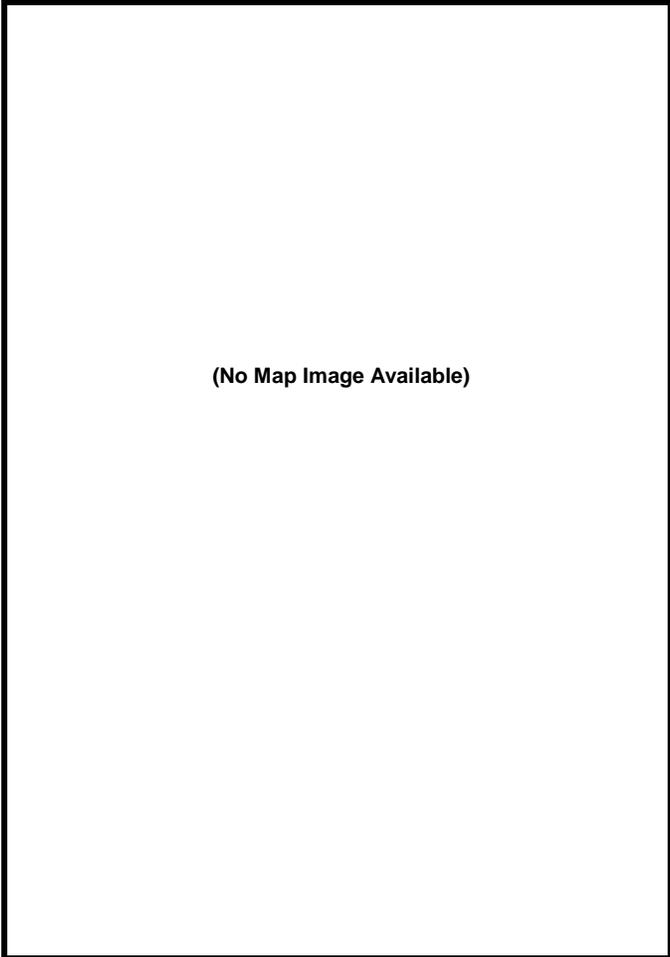
This project will be funded by HB 2017 funds.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

Updated to reflect splitting Lake Oswego Paving Package into two separate projects, Pilkington and Birdshill. (see separate prospectus for Birdshill)



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | May-22 | Aug-22       | Apr-23       |
| End Date   |          | May-23 | Apr-23       | Dec-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$6,746              | \$68,335            | \$15,000                   | \$639,000                        | \$0        | \$0        | \$0        | \$0        | \$729,081              |
| <b>Total Project Revenues</b>          | <b>\$6,746</b>       | <b>\$68,335</b>     | <b>\$15,000</b>            | <b>\$639,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$729,081</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$6,746              | \$93,881            | (\$18,546)                 | \$0                              | \$0        | \$0        | \$0        | \$0        | \$82,081               |
| 3 - Right of Way                       | \$0                  | \$253               | \$2,747                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$3,000                |
| 4 - Construction                       | \$0                  | \$723               | \$4,277                    | \$639,000                        | \$0        | \$0        | \$0        | \$0        | \$644,000              |
| <b>Total Project Expenditures</b>      | <b>\$6,746</b>       | <b>\$94,857</b>     | <b>(\$11,522)</b>          | <b>\$639,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$729,081</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322345  
**Project Name:** CONTRACT PAVING: MULINO PACKAGE  
**Project Location:** Multiple roads located near Mulino and Liberal. See detailed desc  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 3.9 miles of rural roads with asphalt. This project will pave the following roads:

- Sprague Road from Molalla Avenue to Macksburg Road.
- Macksburg Road from Sprague Road to Highway 213
- Mulino Road from Township Road to Blundell Road

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

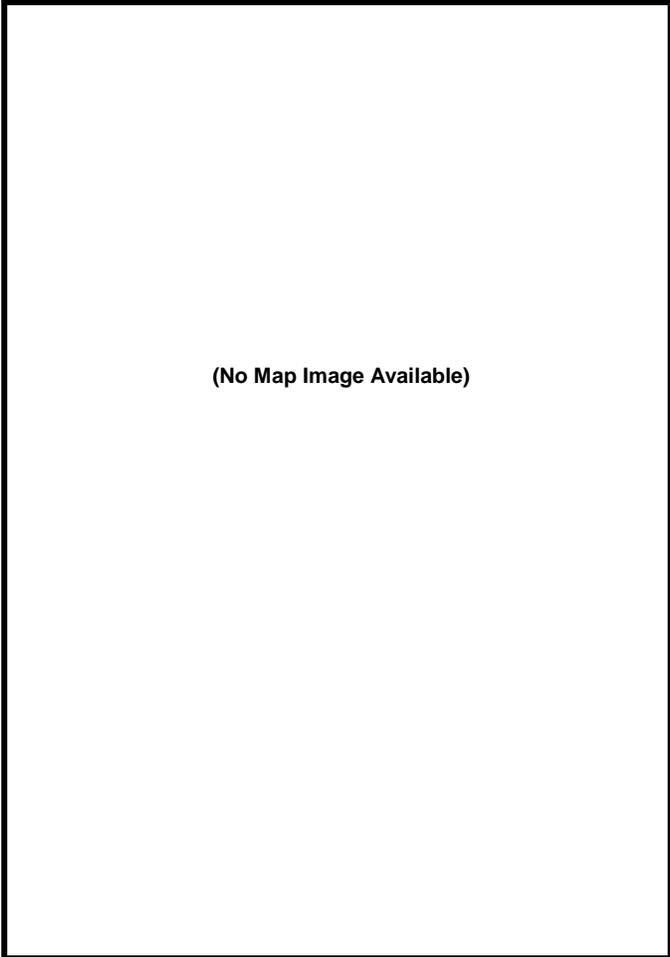
This project will be funded by HB 2017 funds.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

No changes to December update.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | May-22 | Aug-22       | Apr-23       |
| End Date   |          | May-23 | Apr-23       | Dec-23       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$530,000                        | \$950,000                        | \$0        | \$0        | \$0        | \$0        | \$1,480,000                  |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$530,000</b>                 | <b>\$950,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,480,000</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$0                        | \$73,873                  | \$118,127                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$192,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$20,000                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$20,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$318,000                        | \$950,000                        | \$0        | \$0        | \$0        | \$0        | \$1,268,000                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$73,873</b>           | <b>\$456,127</b>                 | <b>\$950,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,480,000</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322346  
**Project Name:** CONTRACT PAVING: WEST CLACKAMAS PACKAGE  
**Project Location:** Fourteen urban local roads located between Webster Road and I-  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

This project will pave 1.7 miles of urban local roads with asphalt. This project will pave the following roads:

- Lark Avenue from Clackamas Road to Roots Road
- Thorville Avenue from Clackamas Road to culdesac
- Patsy Avenue from Roots Road to address 15840
- Kelly Court from Hood Street to address 8313
- Murphy Court from Hood Street to address 8306
- Webster Lane from Webster Road to Brenda Avenue
- Brenda Avenue from Roots Road to address 15820
- Kaslin Way from Clackamas Road to dead end
- Kaslin Court from Kaslin Way to dead end
- Andy's Court from Kaslin Way to culdesac
- Buser Avenue from Clackamas Road to Murphy Court
- Crestwood Drive from Clackamas Road to address 15685
- Jefferson Street from Lark Avenue to address 7811
- Jefferson Court from Jefferson Street to culdesac

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

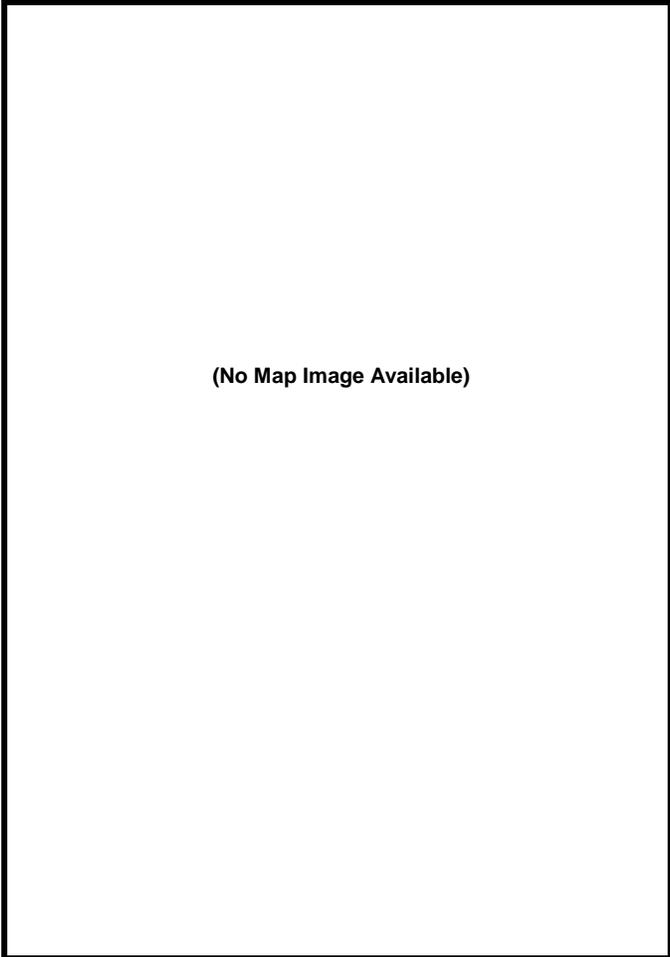
This project will be funded by HB2017. Updated FY 22/23 and FY23/24 Revenue from CRF to HB 2017- Per Bezner.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

Updated schedule and budgets due to construction costs.



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| Start Date               |          | May-22 | Aug-22       | Jun-23       |
| End Date                 |          | May-23 | Apr-23       | Dec-23       |

| <b>Project Budget:</b><br><i>Actuals recorded thru 3.20.2023</i> | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <b>Revenues:</b>   |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund  | \$0                        | \$0                       | \$310,000                        | \$1,000,000                      | \$0        | \$0        | \$0        | \$0        | \$1,310,000                  |
| <b>Total Project Revenues</b>                                    | <b>\$0</b>                 | <b>\$0</b>                | <b>\$310,000</b>                 | <b>\$1,000,000</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,310,000</b>           |
| <b>Expenditures:</b>   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design   | \$0                        | \$122,578                 | (\$31,578)                       | \$0                              | \$0        | \$0        | \$0        | \$0        | \$91,000                     |
| 3 - Right of Way   | \$0                        | \$0                       | \$4,000                          | \$0                              | \$0        | \$0        | \$0        | \$0        | \$4,000                      |
| 4 - Construction   | \$0                        | \$0                       | \$215,000                        | \$1,000,000                      | \$0        | \$0        | \$0        | \$0        | \$1,215,000                  |
| <b>Total Project Expenditures</b>                                | <b>\$0</b>                 | <b>\$122,578</b>          | <b>\$187,422</b>                 | <b>\$1,000,000</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,310,000</b>           |

Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28

**Project Number:** 300323317  
**Project Name:** PARK PLACE CHIP SEAL PROJECT  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will place 42.1 miles of chip seal on rural roads. This project will chip seal the following roads:

- Carlson Road from Forsythe Road to end of County maintenance.
- Forsythe Road from Bradley Road to Cliffview Road.
- Holcomb Boulevard from Edenwild Lane to Hilltop Road.
- Hilltop Road from Holcomb Boulevard to end of County maintenance.
- Bradley Road from Holcomb Boulevard to end of County maintenance.
- Outlook Road from Bradley Road to end of County maintenance.
- Watchman Road from Bradley Road to end of County maintenance.
- Potter Road from Redland Road to Bradley Road.
- Cliffview Road from Forsythe Road to Victory Road.
- Victory Road from Cliffview Road to Forsythe Road.
- Canter Lane from Redland Road to end of County maintenance.
- Hattan Road from Springwater Road to Fischers Mills Road.
- Edgewood Lane from Edgewood Street to culdesac.
- Curtis Court from Forsythe Road to culdesac.
- Dick Drive from Dick Drive to end of County maintenance (MP 0.42).
- Stoltz Road from Holcomb Boulevard to end of County maintenance (MP 0.22).
- Outlook Road from Bradley Road to end of County maintenance (MP 0.24).
- Archer Drive from Outlook Drive to culdesac.
- Fawn Drive from Archer Drive to culdesac.
- Pam Drive from Holcomb Road to culdesac.
- Morel Drive from Pam Drive to end of County maintenance (MP 0.09).
- Lucky Lane from Dick Drive to culdesac.
- Wildflower Lane from Pam Drive to culdesac.
- Arrowhead Drive from Archer Drive to the end of County maintenance (MP .27)
- Sky Ranch Lane from Outlook Road to end of County maintenance @ 15406.
- Fieldstone Lane from Redland Road to dead end (MP 0.62).
- Jean Drive from Fieldstone Lane to dead end (MP 0.19).
- Overlook Road from Forsythe Road to Hoffman Road.
- Deinnger Road from Fischers Mill Rd to end of County Maintenance (MP 0.40).
- Redland School Road from Hattan Road to gate at MP 0.40.
- McCubbin Road from Springwater Road to end of County maintenance.
- Criswell Road from Springwater Road to end of County maintenance.
- Edgewood Street from Hattan Road to culdesac.
- Clear Acres Drive from Hattan Road to Gunzer Drive.
- Dick Drive Hattan Road to end of County maintenance.
- McCubbin Road from adress 23029 to 23139.
- Henrici Road from Beaver creek Road to Redland Road.
- Creek Road from Henrici Road to end of County maintenance (MP 0.62).
- Cadle Road from Glisan Road to end of County maintenance (MP 0.12).
- Bogynski Road from Henrici Road to end of County maintenance (MP 0.27).
- Danny Court from Henrici Road to culdesac.
- Grasle Road from Redland to North End Road.
- Meadow Avenue from Henrici Road to end of County maintenance (MP 0.12).
- Terry Michael Dr from North End Road to end of County maintenance (MP.47).
- Jasan Drive from Henrici Road to dead end.
- North End Road from Grasle Road to Terry Michael Drive.
- Elida Road from Redland Road to Glisan Road.
- Glisian Road from Elida Road to Norman Road.
- Dillman Road from Henrici Road to end of County maintenance (MP 0.57).
- Ridge Road from Fischers Mill Road to Redland Road.
- Norman Road from Redland Road to culdesac.
- Fischers Mill Road from Redland Road to Strowbridge Road.
- Pear Road from Polehn Drive to end of County maintenance (MP 0.25).
- Forest Hill Road from Sprague Road to Pear Road.
- Arnett Drive from Fischers Mill Road to culdesac.
- Kimball Road from Fischers Mill Road to end of County maintenance (MP.35).
- Hinkle Road from begining of County maintenance to Redland Road.
- Redland Road from Ridge Road to Ferguson Road.
- Polehn Drive from Redland Road to Badger Drive.
- Badger Drive from Polehn Drive to Indigo Road.
- Trail Ridge Road from Bradley Road to culdesac.

(No Map Image Available)

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300323317  
**Project Name:** PARK PLACE CHIP SEAL PROJECT  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

McCubbin from McCubbin Road to end of County maintenance @ 17255.

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavement within the project limits

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds

**Environmental Impacts:**

N/A

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-23 |              | Apr-24       |
| End Date   |          | May-24 |              | Dec-24       |

| Project Budget:<br><i>Actuals recorded thru 3.20.2023</i> | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                    |            |            |            | Total<br>Project<br>Estimate |
|---|----------------------------|---------------------------|----------------------------------|----------------------------------|--------------------|------------|------------|------------|------------------------------|
|   |                            |                           |                                  | 2023/24                          | 2024/25            | 2025/26    | 2026/27    | 2027/28+   |                              |
| <b>Revenues:</b>  |                            |                           |                                  |                                  |                    |            |            |            |                              |
| Road Fund   | \$0                        | \$0                       | \$90,000                         | \$494,000                        | \$2,317,000        | \$0        | \$0        | \$0        | \$2,901,000                  |
| <b>Total Project Revenues</b>                             | <b>\$0</b>                 | <b>\$0</b>                | <b>\$90,000</b>                  | <b>\$494,000</b>                 | <b>\$2,317,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,901,000</b>           |
| <b>Expenditures:</b>                                      |                            |                           |                                  |                                  |                    |            |            |            |                              |
| 2 - Design  | \$0                        | \$0                       | \$90,000                         | \$90,000                         | \$0                | \$0        | \$0        | \$0        | \$180,000                    |
| 4 - Construction  | \$0                        | \$0                       | \$0                              | \$404,000                        | \$2,317,000        | \$0        | \$0        | \$0        | \$2,721,000                  |
| <b>Total Project Expenditures</b>                         | <b>\$0</b>                 | <b>\$0</b>                | <b>\$90,000</b>                  | <b>\$494,000</b>                 | <b>\$2,317,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,901,000</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2302 **Program:** 30202121-HB2017 Program Cost  
**Project Name:** CONTRACT PAVING: LAKE OSWEGO - BIRDSHILL PACKAGE **Project Manager(s):** Jon Sparks  
**Project Location:** Three roads are between SW Terwilliger Blvd and Highway 43. S **Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Map No:** **Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

This project will pave 0.9 miles of urban local roads with asphalt. This project will pave the following roads:

- Birdshill Road from Midvale Road to Birdshill Loop.
- Birdshill Loop from Birdshill Road to Birdshill Loop
- Fielding Road from Briarwood Road to address 12770

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

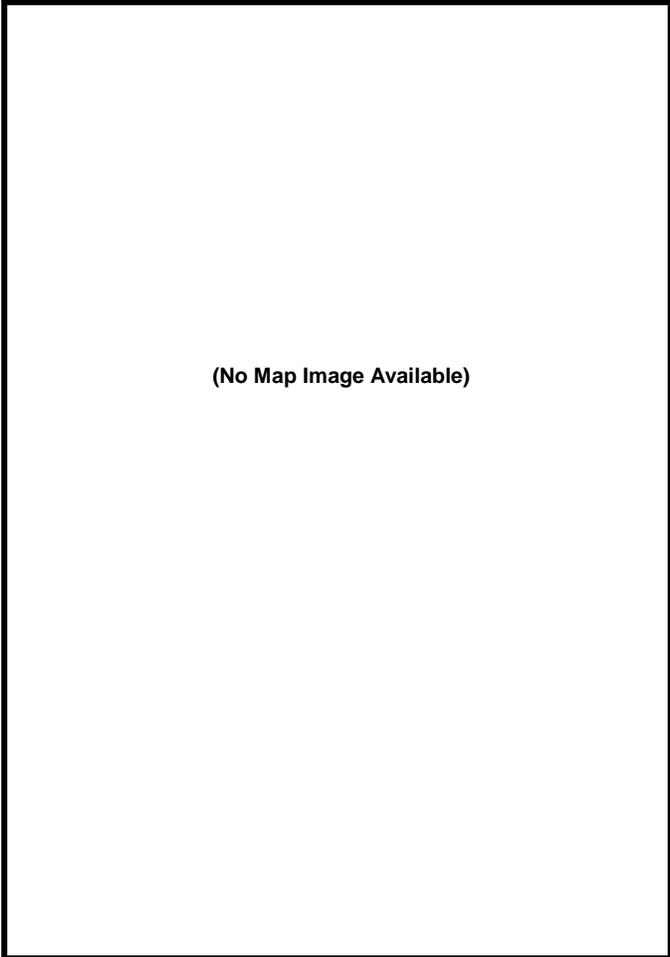
This project will be funded by HB 2017 fund

**Environmental Impacts:**

None

**Changes Since Last Plan:**

New Prospectus due to LO Paving Package being split into two separate projects, Pilkington and Birdshill.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-23 | Jan-23       | Apr-23       |
| End Date   |          | May-23 | Apr-23       | Dec-23       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$68,000                         | \$403,000                        | \$0        | \$0        | \$0        | \$0        | \$471,000                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$68,000</b>                  | <b>\$403,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$471,000</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$60,000                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$60,000                     |
| 3 - Right of Way                       | \$0                        | \$0                       | \$3,000                          | \$0                              | \$0        | \$0        | \$0        | \$0        | \$3,000                      |
| 4 - Construction                       | \$0                        | \$0                       | \$5,000                          | \$403,000                        | \$0        | \$0        | \$0        | \$0        | \$408,000                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$68,000</b>                  | <b>\$403,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$471,000</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2303  
**Project Name:** ADA: SOUTHWOOD PARK AREA  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

This is an ADA construction project. This project will construct or reconstruct 16 ADA ramps. The ramps are to be constructed at the following locations:

- 63rd Avenue and Southwood Drive intersection (x2)
- 63rd Avenue from 64th Avenue intersection (x2)
- 64th Avenue near 13179 & 13190 (x2)
- 63rd Avenue and Douglas Drive intersection (x2)
- 63rd Avenue and 63rd Place intersection (x4)
- 62nd Avenue and 63rd Avenue intersection (x4)

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

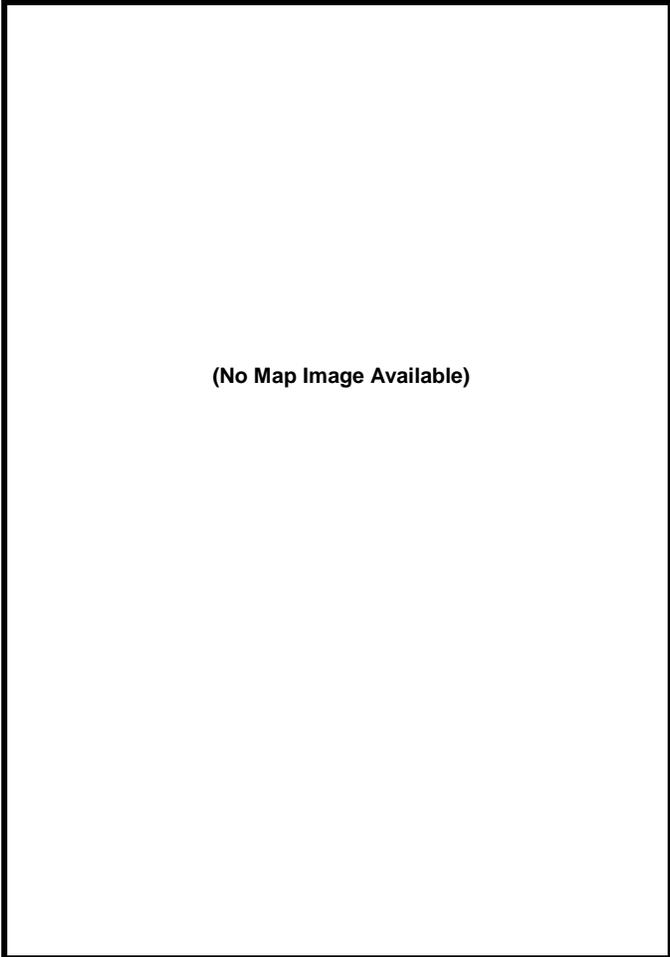
This project will be funded by HB 2017 funds.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          |        |              | May-23       |
| End Date   |          |        |              | Jul-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$243,749                        | \$0        | \$0        | \$0        | \$0        | \$243,749              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$243,749</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$243,749</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$243,749                        | \$0        | \$0        | \$0        | \$0        | \$243,749              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$243,749</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$243,749</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2304  
**Project Name:** AR CAPE SEAL: SOUTHWOOD PARK AREA  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

This is an AR Cape Seal project. This project will place slurry seal on 2.5 miles of urban roads. This project will AR cape seal the following roads:

- 62nd Avenue from Southwood Drive to Pamela Street
- 63rd Avenue from 62nd Avenue to Pamela Street
- 63rd Place from 63rd Avenue to 62nd Avenue
- Douglas Drive from 63rd Avenue to 64th Avenue
- 64th Avenue from Douglas Drive to 63rd Avenue
- 63rd Place from 63rd Avenue to dead end
- 62nd Avenue from 63rd Avenue to Southwood Drive
- 61st Avenue from 62nd Avenue to Southwood Drive
- 61st Avenue from 61st Avenue to dead end
- Southwood Drive from 64th Avenue to 61st Avenue
- 64th Avenue from Pamela Street to Southwood Drive
- Pamela Street from 64th Avenue to dead end

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

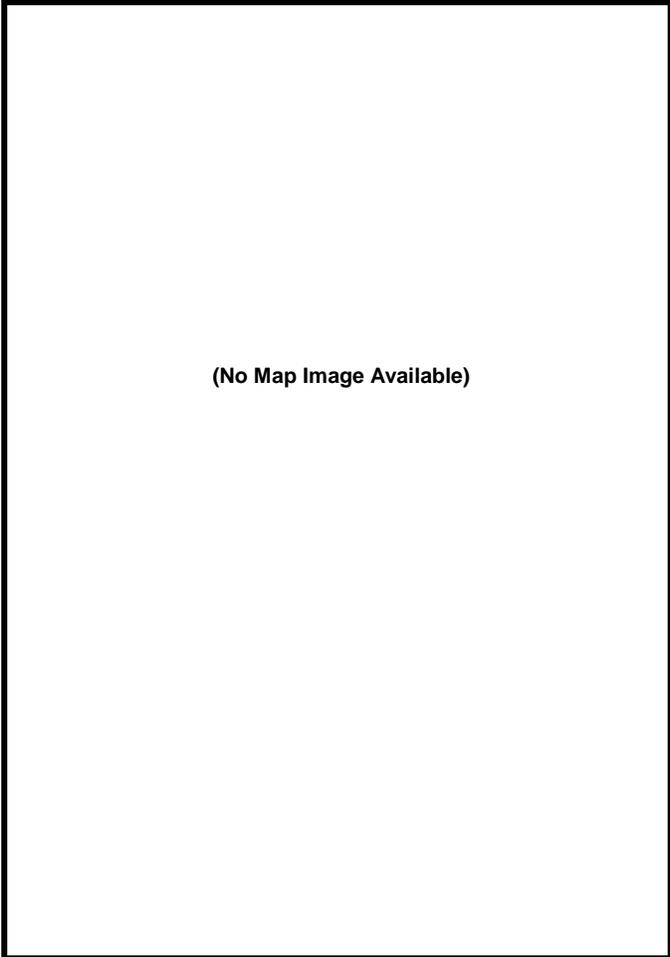
This project will be funded by HB 2017 funds.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

New



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          |        |              | Jul-23       |
| End Date   |          |        |              | Sep-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$508,379                        | \$0        | \$0        | \$0        | \$0        | \$508,379              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$508,379</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$508,379</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$508,379                        | \$0        | \$0        | \$0        | \$0        | \$508,379              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$508,379</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$508,379</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2401  
**Project Name:** CONTRACT PAVING: FISCHERS MILLS PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 2.0 miles of roads with asphalt. This project will pave the following roads:

- Fischers Mill Road from Fischer's Mill Bridge to Springwater Road.
- Harding Road from Springwater Road to Fischers Mill Road.
- Strowbridge from Springwater Road to Fischers Mill Road.

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavement within the project limits.

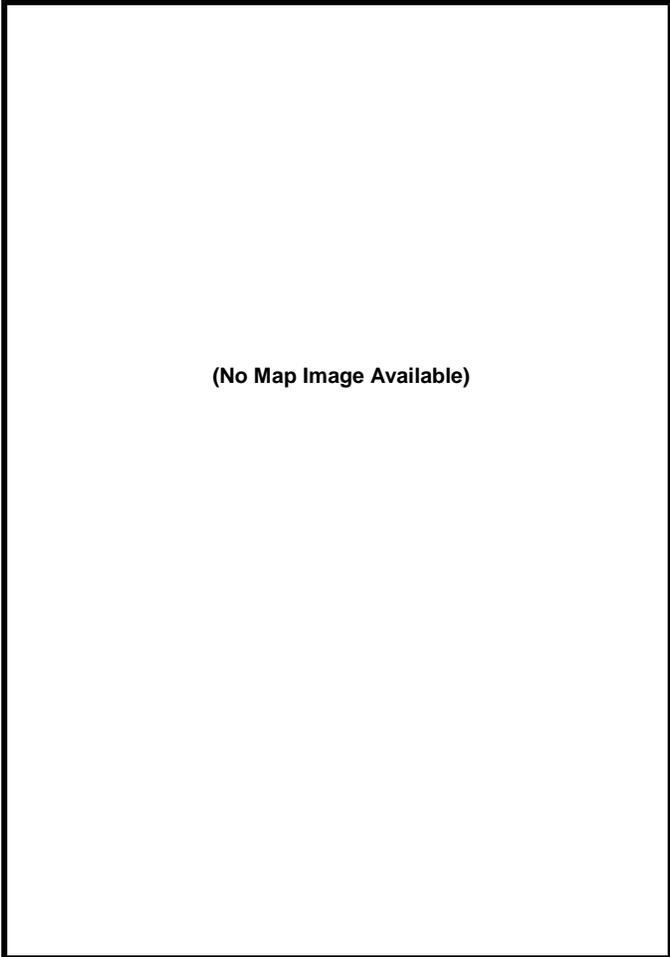
**Impact on Operating Budget:**

This project will be funded by HB 2017 funds and rural surface transportation program funds (State Revenue)- \$700K to go towards Strowbridge Rd only.

**Environmental Impacts:**

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-23 | Aug-23       | May-24       |
| End Date   |          | Jan-24 | Apr-24       | Dec-24       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                    |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|--------------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25            | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                    |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                    |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$127,500                        | \$288,500                        | \$545,000          | \$0        | \$0        | \$0        | \$961,000                    |
| State Revenue                          | \$0                        | \$0                       | \$0                              | \$100,000                        | \$600,000          | \$0        | \$0        | \$0        | \$700,000                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$127,500</b>                 | <b>\$388,500</b>                 | <b>\$1,145,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,661,000</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                    |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$127,500                        | \$177,000                        | \$55,000           | \$0        | \$0        | \$0        | \$359,500                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$34,500                         | \$34,500           | \$0        | \$0        | \$0        | \$69,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$177,000                        | \$1,055,500        | \$0        | \$0        | \$0        | \$1,232,500                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$127,500</b>                 | <b>\$388,500</b>                 | <b>\$1,145,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,661,000</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2402  
**Project Name:** CONTRACT PAVING: OVERLAND PARK PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 1.1 miles of roads with asphalt. This project will pave the following roads:

- Thompson Road from Fuller Road to 72nd Avenue.
- Overland Street from Bell Avenue to 82nd Avenue.
- 72nd Avenue from Monroe Street to Thompson Road.

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavement within the project limits.

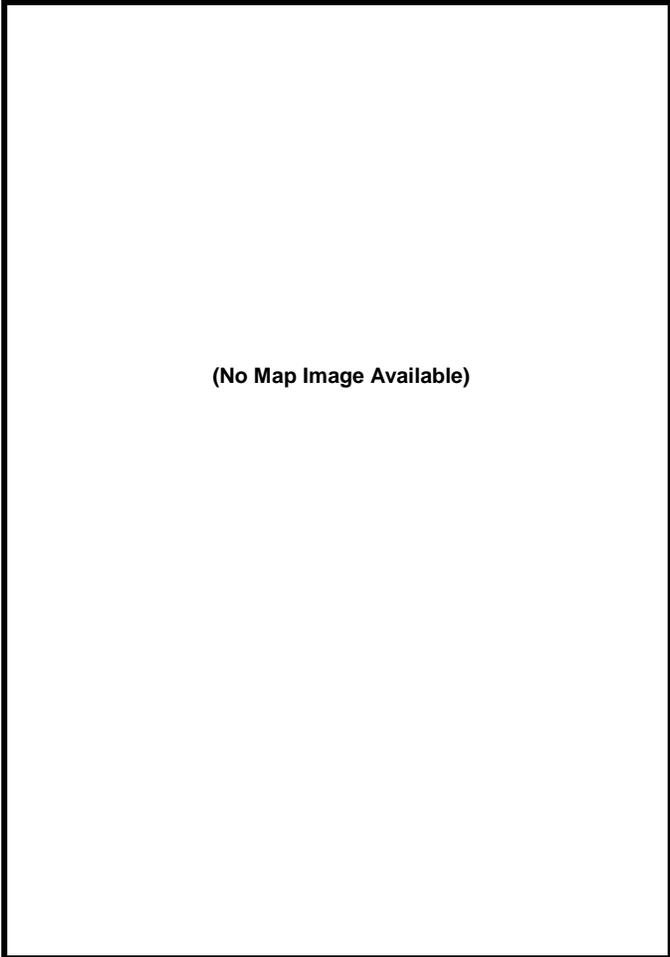
**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Environmental Impacts:**

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-23 | Aug-23       | Apr-24       |
| End Date   |          | Jan-24 | Apr-24       | Dec-24       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$17,000                         | \$186,000                        | \$567,000        | \$0        | \$0        | \$0        | \$770,000                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$17,000</b>                  | <b>\$186,000</b>                 | <b>\$567,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$770,000</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$17,000                         | \$76,000                         | \$17,000         | \$0        | \$0        | \$0        | \$110,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$18,000                         | \$20,000         | \$0        | \$0        | \$0        | \$38,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$92,000                         | \$530,000        | \$0        | \$0        | \$0        | \$622,000                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$17,000</b>                  | <b>\$186,000</b>                 | <b>\$567,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$770,000</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2403  
**Project Name:** CONTRACT PAVING: HAINES ROAD PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 1.8 miles of roads with asphalt. This project will pave the following roads:

- Territorial Road from Fuller Road to 72nd Avenue
- Haines Road from Highway 99 to Mulino Road

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavement within the project limits.

**Impact on Operating Budget:**

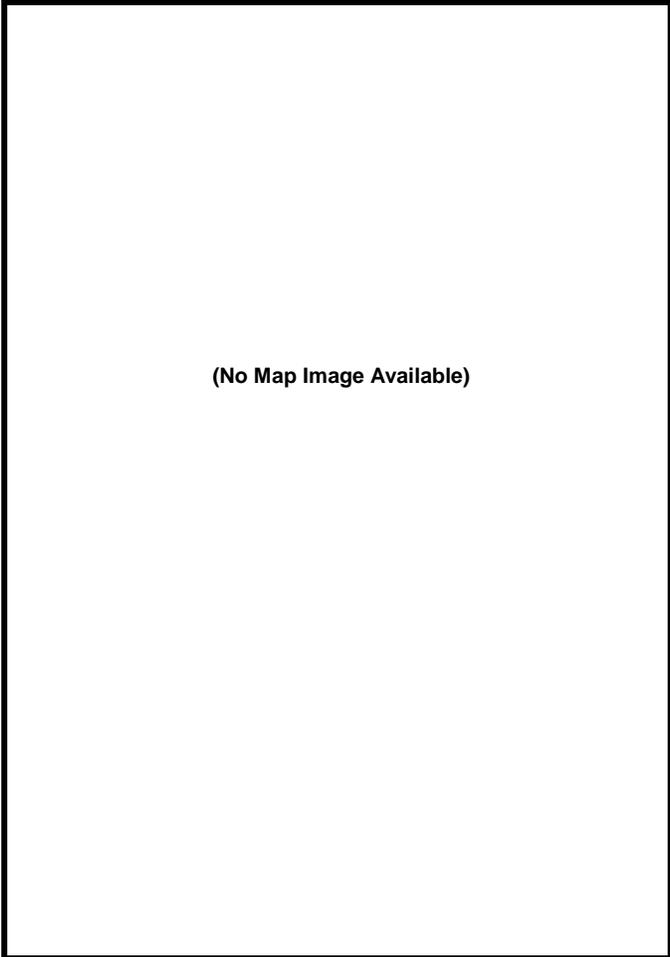
This project will be funded by HB 2017 funds

**Environmental Impacts:**

n/a

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-23 | Aug-23       | Apr-24       |
| End Date   |          | Jan-24 | Apr-24       | Dec-24       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$23,000                         | \$234,500                        | \$693,000        | \$0        | \$0        | \$0        | \$950,500                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$23,000</b>                  | <b>\$234,500</b>                 | <b>\$693,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$950,500</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$23,000                         | \$94,888                         | \$23,000         | \$0        | \$0        | \$0        | \$140,888                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$17,000                         | \$17,000         | \$0        | \$0        | \$0        | \$34,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$122,612                        | \$653,000        | \$0        | \$0        | \$0        | \$775,612                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$23,000</b>                  | <b>\$234,500</b>                 | <b>\$693,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$950,500</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2405  
**Project Name:** SLURRY SEAL: JENNINGS LODGE PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will place slurry seal on 6.1 miles of urban roads. This project will slurry seal the following roads:

- Jennings Avenue from River Road to Willamette Drive.
- Meyers Avenue from Addie Street to Abernethy Lane.
- Portland Avenue from Hull Avenue to Caldwell Avenue.
- Hull Avenue from Highway 99E to Portland Avenue.
- Addie Street from Boardman Avenue to Glen Echo Avenue.
- Wilmot Street from Jennings Avenue to dead end.
- Babbler Street from Jennings Avenue to dead end.
- River Drive from River Road to end of County maintenance.
- Britton Avenue from River Road to Kay Street.
- Meldrum Avenue from Abernethy Lane to Cottonwood Street.
- Mildred Street from Highway 99 to Glen Echo Avenue.
- Abernethy Lane from Highway 99E @ guardrail to Glen Echo Avenue.
- Glen Echo Avenue from River Road to end of County Maintenance.
- Kay Street from Glen Echo Avenue to Rinearson Road.
- Marcia Court from Glen Echo Avenue to dead end.
- Sunset Avenue from Babbler Street to Blanton Street.
- Cottonwood Street from dead end to end of County maintenance.
- River Road from River Road to end of County maintenance.
- Old Orchard Court from Glen Echo Avenue to dead end.
- Blanton Street from Boardman Avenue to end of County maintenance.
- Hull Avenue from Highway 99E to River Road.
- Gill Street from Abernethy Lane to Woodcock Avenue.
- Rinearson Road from River Road to end of County Maintenance.
- Jewett Drive from jennings Avenue to dead end.

**(No Map Image Available)**

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds

**Environmental Impacts:**

n/a

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-23 |              | Apr-24       |
| End Date   |          | May-24 |              | Dec-24       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25          | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                  |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$13,000                   | \$76,000                         | \$343,000        | \$0        | \$0        | \$0        | \$432,000              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$13,000</b>            | <b>\$76,000</b>                  | <b>\$343,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$432,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |
| 2 - Design                             | \$0                  | \$0                 | \$13,000                   | \$14,000                         | \$0              | \$0        | \$0        | \$0        | \$27,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$62,000                         | \$343,000        | \$0        | \$0        | \$0        | \$405,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$13,000</b>            | <b>\$76,000</b>                  | <b>\$343,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$432,000</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

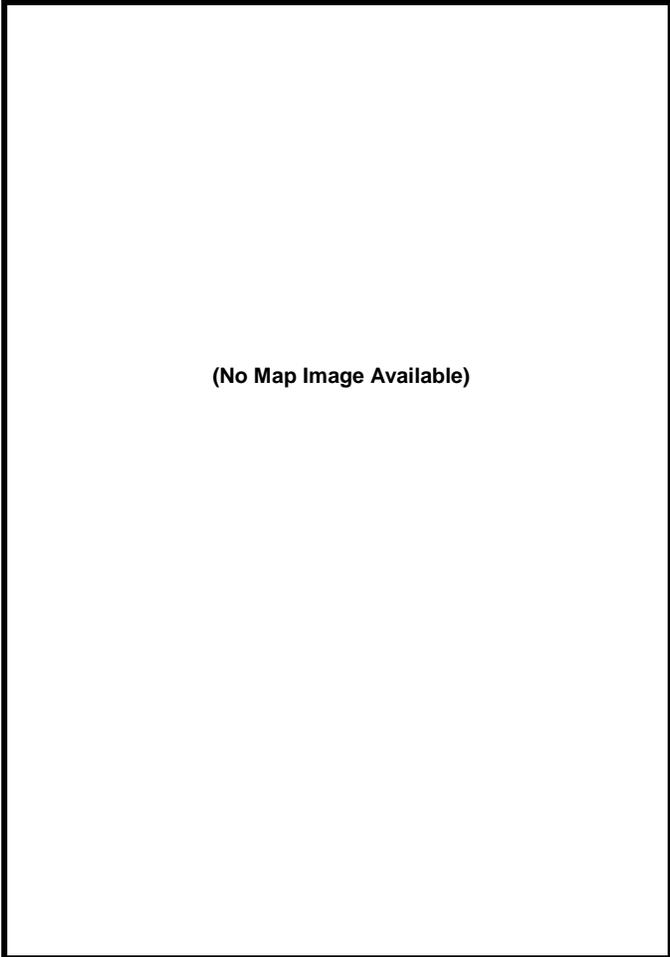
**Project Number:** P2501  
**Project Name:** CONTRACT PAVING: WILDCAT MOUNTAIN DRIVE PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 3.2 miles of Wildcat Mountain Drive from Firwood Road to mile point 3.15.



**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavement within the project limits.

**Impact on Operating Budget:**

This project will be funded by rural surface transportation program funds (\$1.475) and County Road Funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Feb-22 | Jul-23       | Feb-25       |
| End Date   |          | Jun-24 | Jun-24       | Dec-25       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |                    |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|--------------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26            | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |                    |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |                    |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$53,000                         | \$101,000                        | \$26,000         | \$0                | \$0        | \$0        | \$180,000                    |
| Rural STP                              | \$0                        | \$0                       | \$0                              | \$0                              | \$225,000        | \$1,250,000        | \$0        | \$0        | \$1,475,000                  |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$53,000</b>                  | <b>\$101,000</b>                 | <b>\$251,000</b> | <b>\$1,250,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,655,000</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |                    |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$53,000                         | \$75,000                         | \$0              | \$0                | \$0        | \$0        | \$128,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$26,000                         | \$26,000         | \$0                | \$0        | \$0        | \$52,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$225,000        | \$1,250,000        | \$0        | \$0        | \$1,475,000                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$53,000</b>                  | <b>\$101,000</b>                 | <b>\$251,000</b> | <b>\$1,250,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,655,000</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

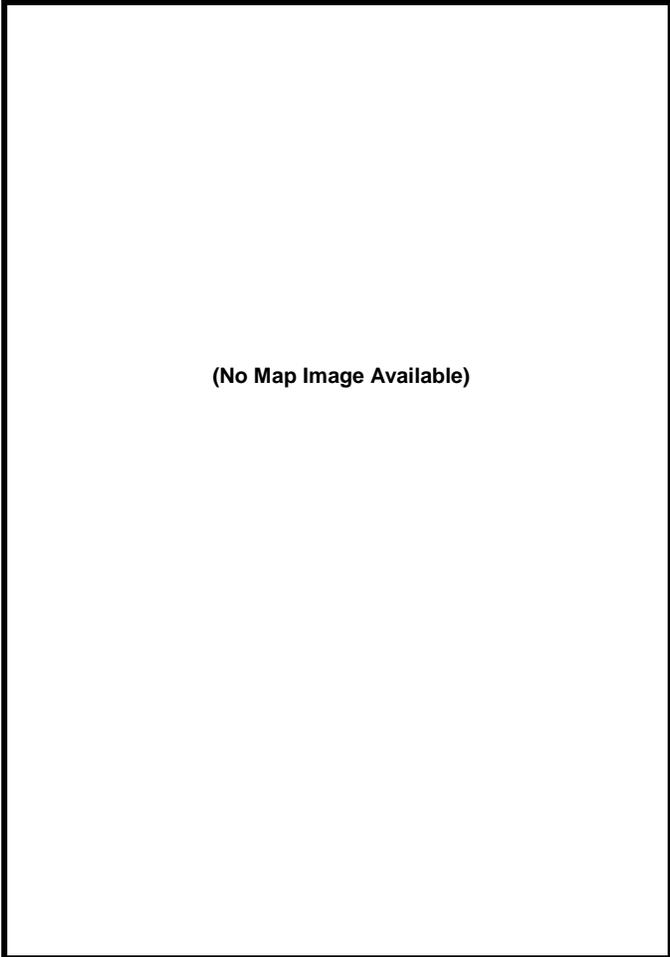
**Project Number:** P2601  
**Project Name:** CONTRACT PAVING: RIVER ROAD PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 0.6 miles of road with asphalt. This project will pave River Road between Jennings Avenue and Roethe Road.



**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-24 | Jan-25       | Jan-26       |
| End Date   |          | Oct-25 | Oct-25       | Dec-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                 |                 |                  |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|-----------------|-----------------|------------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25         | 2025/26         | 2026/27          | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                 |                 |                  |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                 |                 |                  |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$0                              | \$61,000        | \$72,000        | \$430,460        | \$0        | \$563,460                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$61,000</b> | <b>\$72,000</b> | <b>\$430,460</b> | <b>\$0</b> | <b>\$563,460</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                 |                 |                  |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$50,000        | \$50,000        | \$0              | \$0        | \$100,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$0                              | \$11,000        | \$22,000        | \$0              | \$0        | \$33,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0             | \$0             | \$430,460        | \$0        | \$430,460                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$61,000</b> | <b>\$72,000</b> | <b>\$430,460</b> | <b>\$0</b> | <b>\$563,460</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

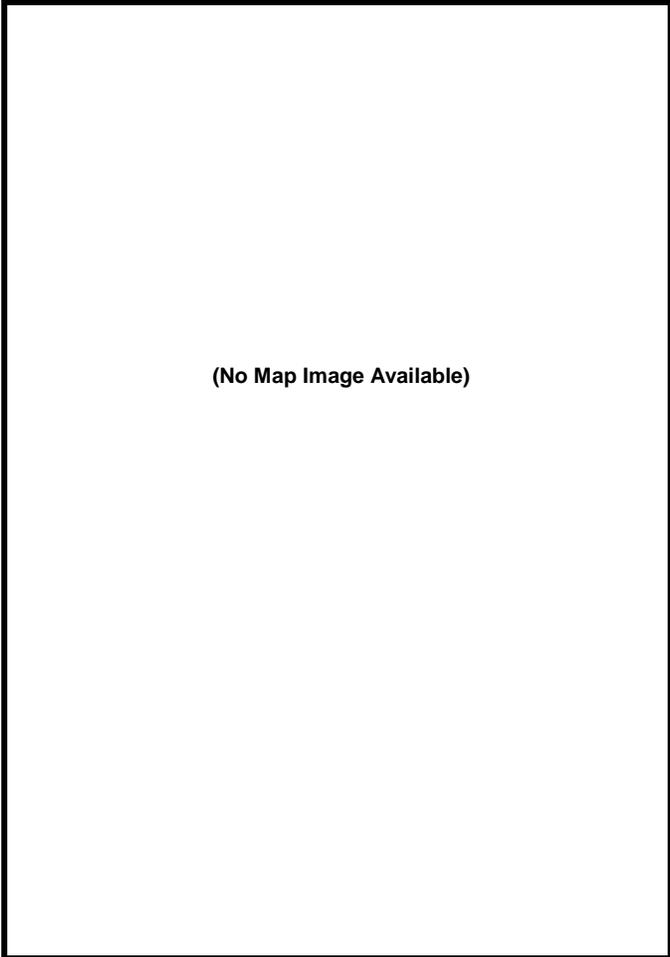
**Project Number:** P2602  
**Project Name:** CONTRACT PAVING: BONITA ROAD PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 0.6 miles of road with asphalt. This project will pave Bonita Road from Carman Road to Bangy Road.



**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-24 | Jan-25       | Jan-26       |
| End Date   |          | Oct-25 | Oct-25       | Dec-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                 |                 |                  |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|-----------------|-----------------|------------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25         | 2025/26         | 2026/27          | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                 |                 |                  |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                 |                 |                  |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$0                              | \$51,000        | \$53,000        | \$370,279        | \$0        | \$474,279                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$51,000</b> | <b>\$53,000</b> | <b>\$370,279</b> | <b>\$0</b> | <b>\$474,279</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                 |                 |                  |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$39,000        | \$39,000        | \$0              | \$0        | \$78,000                     |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$0                              | \$12,000        | \$14,000        | \$0              | \$0        | \$26,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0             | \$0             | \$370,279        | \$0        | \$370,279                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$51,000</b> | <b>\$53,000</b> | <b>\$370,279</b> | <b>\$0</b> | <b>\$474,279</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

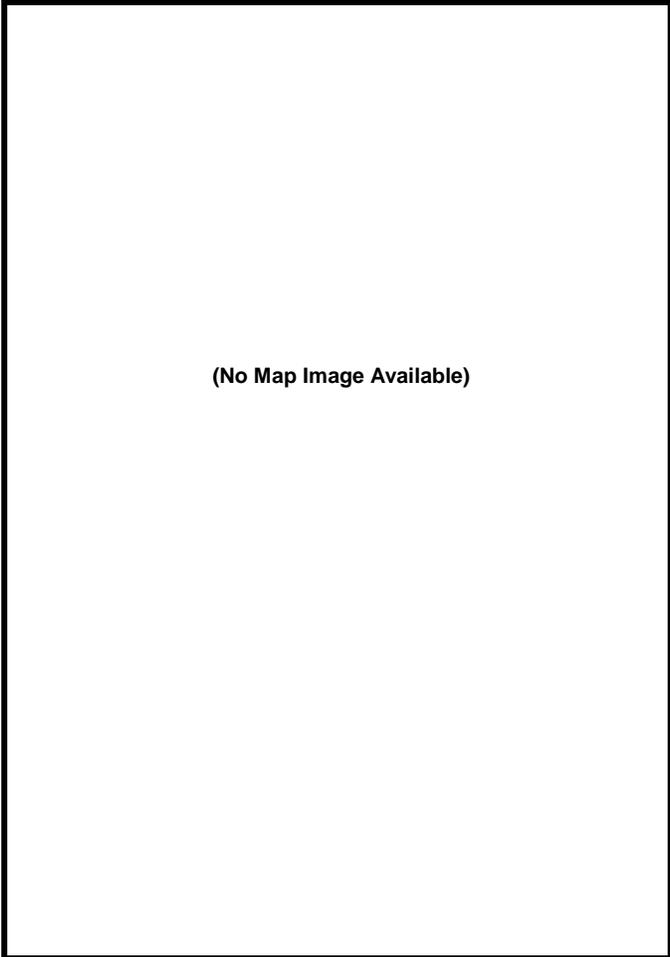
**Project Number:** P2603  
**Project Name:** CONTRACT PAVING: BAKERS FERRY ROAD PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 2.6 miles of road with asphalt. This project will pave Bakers Ferry Road from Springwater Road to Harding Road.



**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-24 | Jan-25       | Jan-26       |
| End Date   |          | Oct-25 | Oct-25       | Dec-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |                  |                    |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|------------------|--------------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26          | 2026/27            | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |                  |                    |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |                  |                    |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$0                              | \$150,000        | \$304,000        | \$1,057,339        | \$0        | \$1,511,339                  |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$150,000</b> | <b>\$304,000</b> | <b>\$1,057,339</b> | <b>\$0</b> | <b>\$1,511,339</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |                  |                    |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$110,000        | \$110,000        | \$0                | \$0        | \$220,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$0                              | \$40,000         | \$40,000         | \$0                | \$0        | \$80,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0              | \$154,000        | \$1,057,339        | \$0        | \$1,211,339                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$150,000</b> | <b>\$304,000</b> | <b>\$1,057,339</b> | <b>\$0</b> | <b>\$1,511,339</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2605  
**Project Name:** CHIP SEAL: ROSEWOOD PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will surface 1.7 miles of road with chip seal. This project will chip seal the following roads:

- Dawn Street from Pilkington Road to Indian Creek Avenue.
- Tualata Avenue from Kenny Street to Redleaf Street.
- Benfield Avenue from Kenny Road to McEwan Road.
- Benfield Court from Benfield Avenue to culdesac.
- Tree Street from Pilkington Road to culdesac.
- Redleaf Street from Pilkington Road to Tualata Avenue.
- Kristi Way from Mcewan Road to Benfield Avenue.
- Red Wing Way from Indian Creek Avenue to Dawn Street.

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

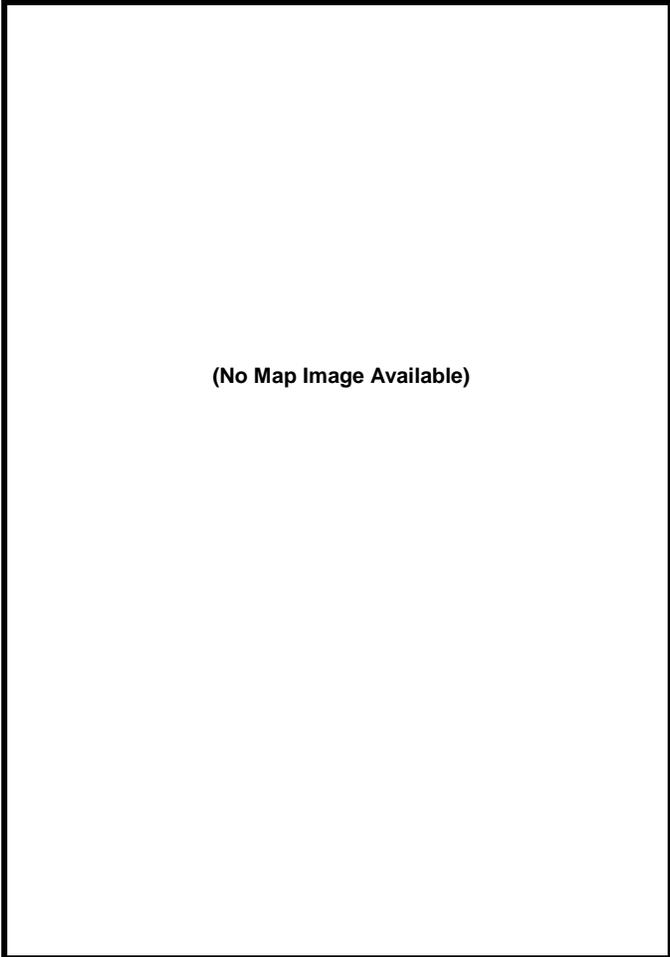
This project will be funded by HB 2017 funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 |              | Jan-26       |
| End Date   |          | Dec-25 |              | Dec-27       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |                 |                  |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|-----------------|------------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26         | 2026/27          | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |                 |                  |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |                 |                  |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$39,000        | \$389,397        | \$0        | \$428,397              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$39,000</b> | <b>\$389,397</b> | <b>\$0</b> | <b>\$428,397</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |                 |                  |            |                        |
| 2 - Design                             | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$39,000        | \$0              | \$0        | \$39,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$0             | \$389,397        | \$0        | \$389,397              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$39,000</b> | <b>\$389,397</b> | <b>\$0</b> | <b>\$428,397</b>       |

Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28

**Project Number:** P2606  
**Project Name:** CHIP SEAL: CHERRYVILLE TO WELCHES PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will surface 25.6 miles of road with chip seal. This project will chip seal the following roads:

- Tapp Road from Coalman Road to address 43658.
- Baty Road from Cherryville to Coalman Road.
- Coalman Road from Ten Eyck Road to Baty Road.
- Cherryville Drive from Highway 26 to Baty Road.
- Sunrae Drive from Highway 26 to address 48100.
- Sleepy Hollow Drive from Highway 26 to Barlow Trail Road.
- Old County Road from Brightwood Bridge Loop Road to address 63662.
- Salmon Street from Brightwood Bridge Loop Road to address 62111.
- Wildwood Avenue from Highway 26 to Mountain Air Drive.
- Welches Road from Highway 26 to Salmon River.
- Lataurelle Avenue from Highway 26 to Mountain Air Drive.
- Mcintyre Road from Barlow Trail Road to end of pavement.
- Lodge Lane from Barlow Trail Road to Sandy River Lane.
- Timberline Drive from Sandy River Lane to Lodge Lane.
- Sandy River Lane from Barlow Trail West to Barlow Trail East.
- Tree Swallow Lane from Alpine way to Sandy River Lane.
- Fir Tree Way from Alpine Way to Sandy River Lane.
- Alpine Way from Timberline Drive to Sandy River Lane.
- Lupine Drive from Sandy River Lane to Lodge Lane.
- Alder Lane from Sandy River Lane to address 21303.
- Meadow Crest from Lupine Drive to Sandy River Lane.
- Mountain Meadow Lane from Meadow Crest to Sand River Lane.
- Mountain Creek Circle from Barlow Trail Road to address 27021.
- Hideway Lane from Barlow Trail Road to address 21488.
- Wildfern Lane from Brightwood Loop to Riverside Drive.
- Mountain Quail Court from Wildfern Lane to address 65033.
- Mt Vista Court from Wildfern Lane to address 65170.
- Boulder Court from Wildfern Lane to address 65150.
- Riverside Drive from address 64707 to address 65095.
- Pine Tree Way from Meadow Crest to Mountain Meadow Lane.
- Mountain Air Drive from Wildwood Avenue to address 66210.
- Fahie Lane from Highway 26 to address 24365.
- Arrah Wanna Boulevard from Highway 26 to Crystal Creek Road.
- Crystal Creek Road from Arrah Wanna Boulevard to ecm.
- Elk Park Road from Welches Road to address 27865.
- Salmon River Road from Highway 26 to Forest Service Rd 2618.
- Piccadilly Lane from Beginning to Asphalt to End of Asphalt.
- Fairway Avenue from Welches Road to Salmon River Road.
- Rolling Green Court from Salmon River to address 69315.
- Highview Drive from Fairway Avenue to dead end.
- Woodsey Avenue from Highway 26 to dead end.
- Mountain View from Salmon River Road to culdesac.
- Woodsey Avenue from Highway 26 to Vine Maple Drive.
- Vine Maple Drive from Woodsey Way to culdesac.
- Fairway Avenue from Arrah Wanna Boulevard to Welches Road.
- Bright Avenue from Arrah Wanna Boulevard to culdesac.
- Bright Court from Bright Way to culdesac.
- Nicklaus Way from Bright Avenue to Fairway Avenue.
- Woodruff Way from Welches Road to Nicklaus Way.
- Connors Court from Bright Avenue to culdesac.
- Evert Road from Bright Avenue to culdesac.
- Twinberry Loop from Welches Road to Welches Road.
- Mckenzie Valley Court from Culdesac to address 24675.
- Mckenzie Lane from Twinberry Loop to Mckenzie Valley Court.
- Trevino Court from culdesac to Fairway Avenue.
- Trevino Place from Fairway Avenue to culdesac.

(No Map Image Available)

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2606  
**Project Name:** CHIP SEAL: CHERRYVILLE TO WELCHES PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 |              | Jan-26       |
| End Date   |          | Dec-25 |              | Dec-27       |

| Project Budget:<br><i>Actuals recorded thru 3.20.2023</i> | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |                  |                    |            | Total<br>Project<br>Estimate |
|---|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------------|--------------------|------------|------------------------------|
|   |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26          | 2026/27            | 2027/28+   |                              |
| <b>Revenues:</b>  |                            |                           |                                  |                                  |            |                  |                    |            |                              |
| Road Fund   | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$173,000        | \$1,744,867        | \$0        | \$1,917,867                  |
| <b>Total Project Revenues</b>                             | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$173,000</b> | <b>\$1,744,867</b> | <b>\$0</b> | <b>\$1,917,867</b>           |
| <b>Expenditures:</b>                                      |                            |                           |                                  |                                  |            |                  |                    |            |                              |
| 2 - Design  | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$173,000        | \$0                | \$0        | \$173,000                    |
| 4 - Construction  | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0              | \$1,744,867        | \$0        | \$1,744,867                  |
| <b>Total Project Expenditures</b>                         | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$173,000</b> | <b>\$1,744,867</b> | <b>\$0</b> | <b>\$1,917,867</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2607  
**Project Name:** CHIP SEAL: MACKBURG/UNION MILLS PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will surface 38 miles of road with chip seal. This project will chip seal the following roads:

- Heinz Road from Elisha Road to Dryland Road.
- Riggs-Damm Road from Elisha Road to Liberal Way.
- Cramer Road from Riggs-Damm Road to Toliver Road.
- Eby Road from Elisha Road to Liberal Way.
- Macksburg Road from Canby/Marquam Highway to Highway 213.
- Klinger Road from Macksburg Road to Riggs-Damm Road.
- Salo Road from Beaver Creek Road to Windy City Road.
- Gilchrist Road from Windy City Road to end of pavement.
- Union Mills Road from Highway 213 to Highway 211.
- Barnards Road from Elisha Road to Dryland Road.
- Liberal Way from Highway 213 to Rig-Damm Road.
- Oak Grove Road from Riggs-Damm Road to Macksburg Road.
- Jordan Road from Union Mills Road to Dalmatian Road.
- Dalmatian Road from Jordan Road to Union Mills Road.
- Windy City Road from Salo Road to Union Mills Road.
- Marshall Road from Union Mills Road to end of county maintenance.
- Kauffman Road from Highway 211 to dead end.
- Elisha Road from Toliver Road to Macksburg Road.
- Dryland Road from Toliver Road to Macksburg Road.

**(No Map Image Available)**

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 |              | Jan-26       |
| End Date   |          | Dec-25 |              | Dec-27       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |                  |                    |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------------|--------------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26          | 2026/27            | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |                  |                    |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |                  |                    |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$261,000        | \$2,480,134        | \$0        | \$2,741,134            |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$261,000</b> | <b>\$2,480,134</b> | <b>\$0</b> | <b>\$2,741,134</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |                  |                    |            |                        |
| 2 - Design                             | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$261,000        | \$0                | \$0        | \$261,000              |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$0              | \$2,480,134        | \$0        | \$2,480,134            |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$261,000</b> | <b>\$2,480,134</b> | <b>\$0</b> | <b>\$2,741,134</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2608  
**Project Name:** SLURRY SEAL: MT SCOTT PACKAGE  
**Project Location:**  
**Map No:**

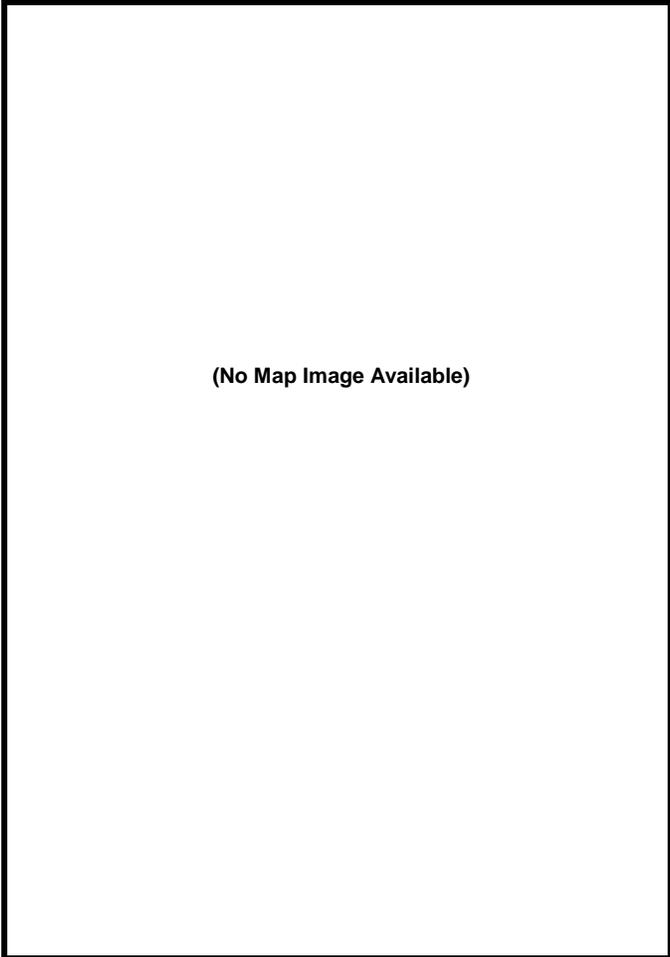
**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will surface 4.8 miles of road with slurry seal. This project will chip seal the following roads:

- 96th Avenue from Idleman Road to Stevens Way.
- 97th Avenue from Idleman Road to culdesac.
- Wessex Way from Dundee Drive to Dundee Drive.
- Carnaby Way from Dundee Drive to dead end.
- 93rd Court from Stevens Way to culdesac.
- 95th Court from Stevens Way to address 10833.
- 94th Place from Stevens Way to culdesac.
- 99th Drive from Stevens Way to Idleman Road.
- 96th Court from Stevens Way to culdesac.
- 99th Court from Idleman Road to culdesac.
- King Way from 99th Drive to 96th Avenue.
- 97th Court from King Way to culdesac.
- 98th Court from King Way to culdesac.
- Kela Court from 99th Drive to culdesac.
- Kela Place from 99th Drive to culdesac.
- Nancy Court from 99th Drive to culdesac.
- GIA Court from 99th Drive to culdesac.
- Stacy Court from GIA Court to culdesac.
- Lynn Lane from 92nd Avenue to culdesac.
- Stevens Court from 99th Drive to culdesac.
- 100th Drive from 99th Drive to 99th Drive.
- Cleone Court from 100th Drive to culdesac.
- Derek Court from 99th Drive to culdesac.
- 92nd Court from Hillcrest Road to culdesac.
- 96th Avenue from Dundee Drive to Wyndham Way.
- 97th Avenue from Dundee Drive to dead end.
- Otty Place from 92nd Avenue to end of county maintenance.
- Cambray Way from Wyndham Way to end of county maintenance.
- Wyndham Way from begining of county maintenance to Scott Park Lane.



**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 |              | Jan-26       |
| End Date   |          | Dec-25 |              | Dec-27       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |                 |                  |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|-----------------|------------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26         | 2026/27          | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |                 |                  |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |                 |                  |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$48,000        | \$456,520        | \$0        | \$504,520              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$48,000</b> | <b>\$456,520</b> | <b>\$0</b> | <b>\$504,520</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |                 |                  |            |                        |
| 2 - Design                             | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$48,000        | \$0              | \$0        | \$48,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$0             | \$456,520        | \$0        | \$456,520              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2608  
**Project Name:** SLURRY SEAL: MT SCOTT PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |         |          |           |          | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|---------|----------|-----------|----------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25 | 2025/26  | 2026/27   | 2027/28+ |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |         |          |           |          |                              |
| <b>Total Project Expenditures</b>      | \$0                        | \$0                       | \$0                              | \$0                              | \$0     | \$48,000 | \$456,520 | \$0      | \$504,520                    |

Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28

**Project Number:** P2609  
**Project Name:** SLURRY SEAL: OAKGROVE PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will surface 9.9 miles of road with slurry seal. This project will chip seal the following roads:

- Pinehurst Avenue from Oatfield Road to end of county maintenance.
- Park Avenue from Oatfield Road to 32nd Avenue.
- River Forest Lane from River Forest Place to dead end.
- 24th Avenue from Evergreen Street to Dove Street.
- Evergreen Road from Briggs Street to Oatfield Road.
- Fairoaks Lane from Fairoaks Avenue to address 21462.
- Laurie Avenue from Courtney Avenue to end of county maintenance.
- Briggs Street from Nixon Avenue to Pinehurst Avenue.
- Loeffelman Road from Brigg Street to Oatfield Road.
- Fairoaks Way from Fairoaks Way to Courtney Avenue.
- Fairoaks Way from Fairoaks way to the end of County maintenance.
- Overlook Lane from Fairoaks way to the end of County maintenance.
- Schroeder Avenue from Courtney Avenue to end of County maintenance.
- 23rd Avenue from Evergreen Street to River Road.
- Nixon Avenue from Aldercrest Road to Maple Lane.
- Beech Street from Willamette Avenue to Snowberry Street.
- Snowberry Street from Beech Street to Briggs Street.
- Maple Lane from Nixon Avenue to Snowberry Street.
- Mapple Lane from Pinehurst Avenue to culdesac.
- Evergreen Street from River Road to end of County maintenance.
- 22nd Avenue from Evergreen Street to end of County maintenance.
- Silversprings Road from Oatfield Road to dead end.
- 20th Avenue from Park Avenue to Evergreen Street.
- 21st Avenue from Evergreen Street to Park Avenue.
- 27th Avenue from Park Avenue to address 12650.
- Beech Street from Willamette Avenue to address 13919.
- Yew Street from Laurie Avenue to Fairoaks Avenue.
- 31st Avenue from Park Avenue to Evergreen Avenue.
- 32nd Avenue Park Avenue to Dove Street.
- Anspach Street from Fair Oaks Avenue to Laurie Avenue.
- Ash Avenue from Pinehurst Road to Cardinal Street.
- Bluff Road from Malloy Lane to Courtney Avenue.
- Fair Oaks Drive from Bluff Road to address 13700.
- 26th Avenue from Park Avenue to Dove Street.
- Cinderella Court from Oatfield to culdesac.
- Ranstad Court from Cinderella Court to culdesac.
- Thourton Drive from Fair Oaks Avenue to address 15241.
- Willamette Avenue from Maple Lane to Ferridge Road.
- 25th Avenue from Evergreen Street to address 12672.
- Celeste Street from Pinehurst Avenue to culdesac.
- Wilkinson Court from Pinehurst Avenue to culdesac.
- Wagner Lane from Oakgrove Boulevard to end of County maintenance.
- Courtney Avenue from Bluff Road to Fairoaks Avenue.
- Fairoaks Avenue from Courtney Avenue to culdesac.
- River Forest Road from River Road to River Forest Drive.
- River Forest Drive from River Forest Road to Oakgrove Boulevard.
- River Forest Court from River Forest Road to River Forest Drive.
- River Forest Drive from River Forest Court to River Forest Drive.
- 26th Avenue from Park Avenue to dead end.
- Crestview Avenue from Pinehurst Avenue to Cardinal Street.
- Cardinal Street from Crestview Avenue to address 4210.

(No Map Image Available)

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2609  
**Project Name:** SLURRY SEAL: OAKGROVE PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Environmental Impacts:**  
 NA

**Changes Since Last Plan:**  
 New Prospectus

|                          |          |        |              |              |
|--------------------------|----------|--------|--------------|--------------|
| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
| Start Date               |          | Jul-25 |              | Jan-26       |
| End Date                 |          | Dec-25 |              | Dec-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |                 |                  |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|-----------------|------------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26         | 2026/27          | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |                 |                  |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |                 |                  |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$36,000        | \$420,900        | \$0        | \$456,900                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$36,000</b> | <b>\$420,900</b> | <b>\$0</b> | <b>\$456,900</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |                 |                  |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$36,000        | \$0              | \$0        | \$36,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0             | \$420,900        | \$0        | \$420,900                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$36,000</b> | <b>\$420,900</b> | <b>\$0</b> | <b>\$456,900</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2610  
**Project Name:** CONTRACT PAVING: MARQUAM PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 3.6 miles of roads with asphalt. This project will pave the following roads:

- Drake Road from highway 213 to the Marion County Line.
- Farm Road from Monte Cristo Road to Oster Road.
- Farm Road from Drake Road to Oster Road.

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavement within the project limits.

**Impact on Operating Budget:**

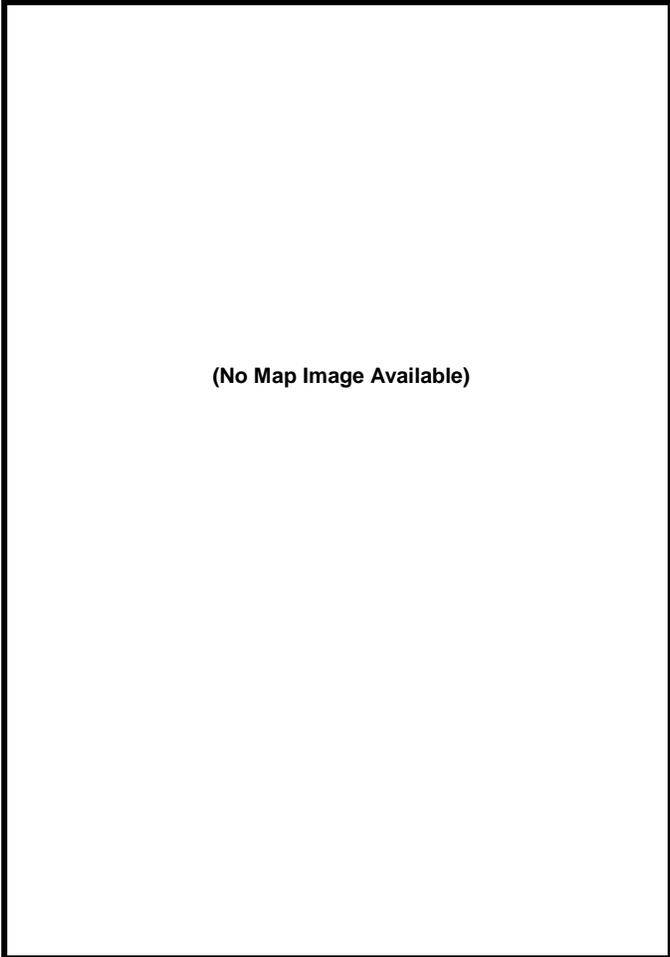
This project will be funded by rural surface transportation program funds (\$1.4M) and HB2017 Funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New prospectus.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jul-25 | Jul-25       | Jan-26       |
| End Date          |          | Dec-25 | Jan-26       | Dec-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |                 |                    |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|-----------------|--------------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26         | 2026/27            | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |                 |                    |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |                 |                    |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$0                              | \$131,000        | \$81,000        | \$279,000          | \$0        | \$491,000                    |
| Rural STP                              | \$0                        | \$0                       | \$0                              | \$0                              | \$0              | \$0             | \$1,490,000        | \$0        | \$1,490,000                  |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$131,000</b> | <b>\$81,000</b> | <b>\$1,769,000</b> | <b>\$0</b> | <b>\$1,981,000</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |                 |                    |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$105,000        | \$55,000        | \$0                | \$0        | \$160,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$0                              | \$26,000         | \$26,000        | \$0                | \$0        | \$52,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0              | \$0             | \$1,769,000        | \$0        | \$1,769,000                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$131,000</b> | <b>\$81,000</b> | <b>\$1,769,000</b> | <b>\$0</b> | <b>\$1,981,000</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

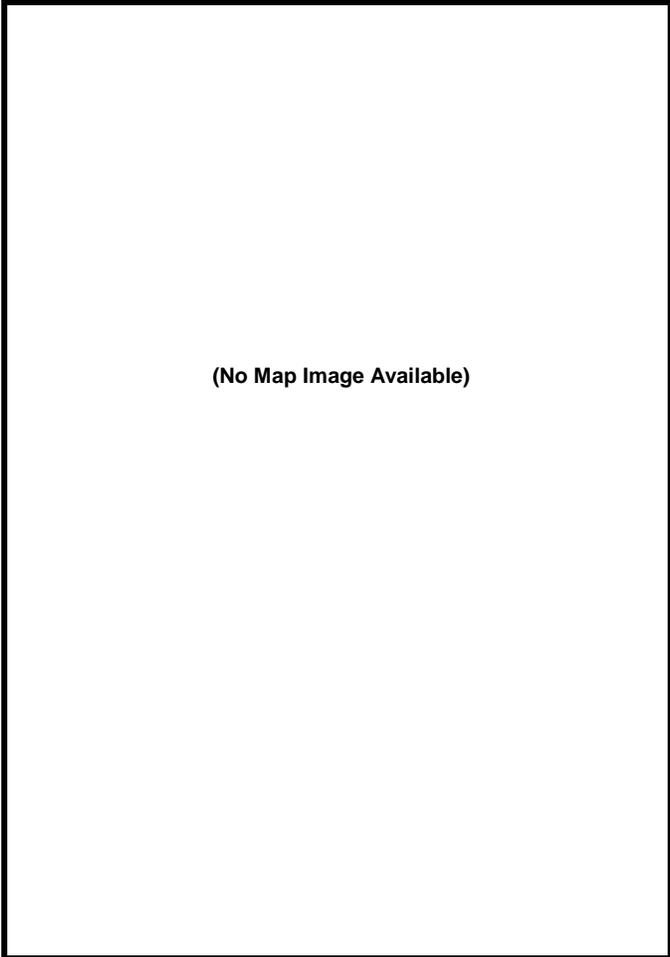
**Project Number:** P2701  
**Project Name:** CONTRACT PAVING: HARTNELL FARMS PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 0.9 miles of road with asphalt. This project will pave Johnson Road between Clackamas Road and Lake Road.



**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 | Jan-26       | Jan-27       |
| End Date   |          | Oct-26 | Oct-26       | Dec-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |                 |                  |                  | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|-----------------|------------------|------------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26         | 2026/27          | 2027/28+         |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |                 |                  |                  |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |                 |                  |                  |                              |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$74,000        | \$164,000        | \$523,754        | \$761,754                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$74,000</b> | <b>\$164,000</b> | <b>\$523,754</b> | <b>\$761,754</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |                 |                  |                  |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$58,000        | \$58,000         | \$0              | \$116,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$16,000        | \$16,000         | \$0              | \$32,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0             | \$90,000         | \$523,754        | \$613,754                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$74,000</b> | <b>\$164,000</b> | <b>\$523,754</b> | <b>\$761,754</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2702  
**Project Name:** CONTRACT PAVING: HIGHLAND SUMMIT PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 1.2 miles of roads with asphalt. This project will pave the following:

- Mather Road from Summers Lane to 122nd Avenue.
- Summers Lane from Mather Road to 122nd Avenue.

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

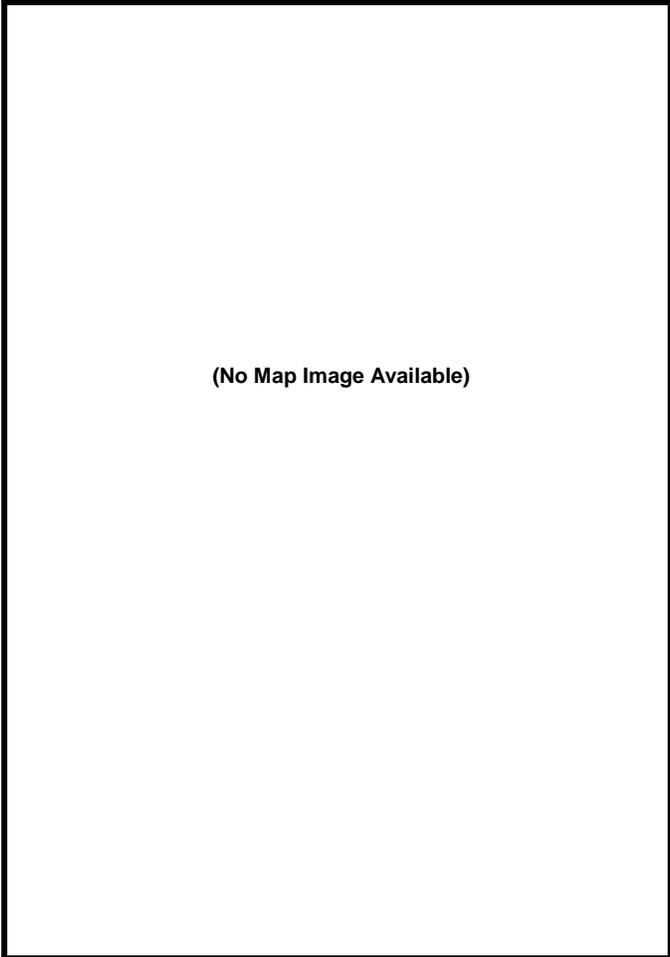
This project will be funded by HB 2017 funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 | Jan-26       | Jan-27       |
| End Date   |          | Oct-26 | Oct-26       | Dec-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |                  |                  |                  | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------------|------------------|------------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26          | 2026/27          | 2027/28+         |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |                  |                  |                  |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |                  |                  |                  |                              |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$121,000        | \$270,000        | \$852,194        | \$1,243,194                  |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$121,000</b> | <b>\$270,000</b> | <b>\$852,194</b> | <b>\$1,243,194</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |                  |                  |                  |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$95,000         | \$95,000         | \$0              | \$190,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$26,000         | \$26,000         | \$0              | \$52,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0              | \$149,000        | \$852,194        | \$1,001,194                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$121,000</b> | <b>\$270,000</b> | <b>\$852,194</b> | <b>\$1,243,194</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2703  
**Project Name:** CONTRACT PAVING: ROCK CREEK PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 1. miles of road with asphalt. This project will pave 172nd Avenue from Armstrong Circle to Sunnyside Road and from highway 212 to address 23051 Armstrong Circle.

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

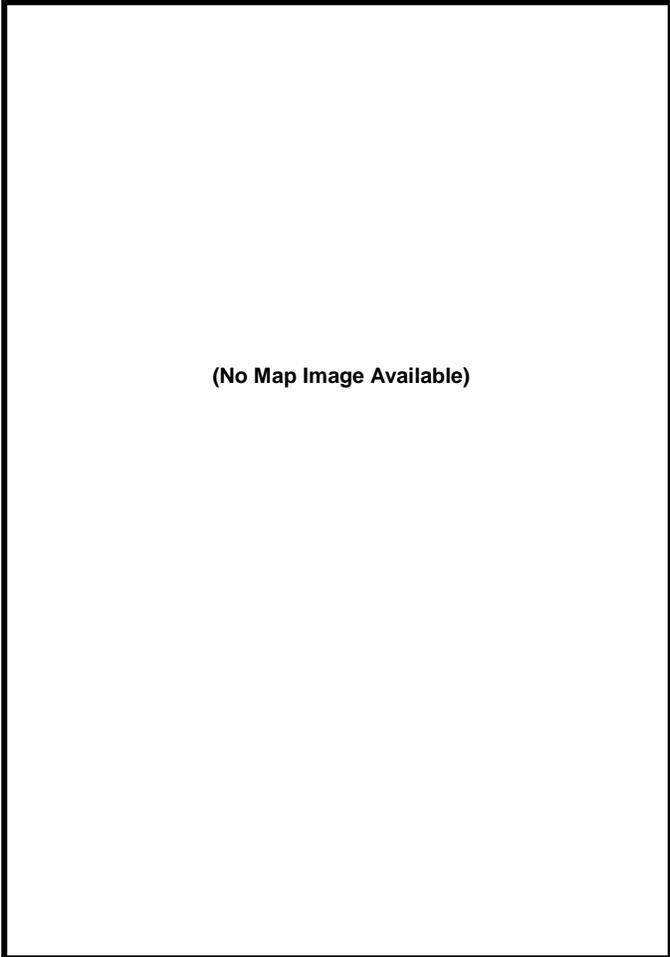
This project will be funded by HB 2017 funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 | Jan-26       | Jan-27       |
| End Date   |          | Oct-26 | Oct-26       | Dec-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |                  |                  |                    | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------------|------------------|--------------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26          | 2026/27          | 2027/28+           |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |                  |                  |                    |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |                  |                  |                    |                              |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$143,000        | \$322,000        | \$1,005,266        | \$1,470,266                  |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$143,000</b> | <b>\$322,000</b> | <b>\$1,005,266</b> | <b>\$1,470,266</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |                  |                  |                    |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$113,000        | \$111,000        | \$0                | \$224,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$30,000         | \$32,000         | \$0                | \$62,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0              | \$179,000        | \$1,005,266        | \$1,184,266                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$143,000</b> | <b>\$322,000</b> | <b>\$1,005,266</b> | <b>\$1,470,266</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2705  
**Project Name:** CHIP SEAL: STAFFORD ACRES PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will resurface 11.0 miles of roads with chip seal. This project will pave the following roads:

- Trail Road from Stafford Road to address 4600.
- Newland Road from Stafford Road to Homesteader Road
- Gage Road from Newland Road to Stafford Road
- Schartz Road from Stafford Road to 55th Avenue
- Meridian Way from 65th Avenue to 55th Avenue
- Antioch Downs Court from Schatz Road to culdesac
- Delker Road from 65th Avenue to 55th Avenue
- 55th Avenue from Delker Road to Meridian Way
- Stafford Road from Advanced Road to end of County maintenance
- Nodaway Lane from Gage Road to culdesac

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

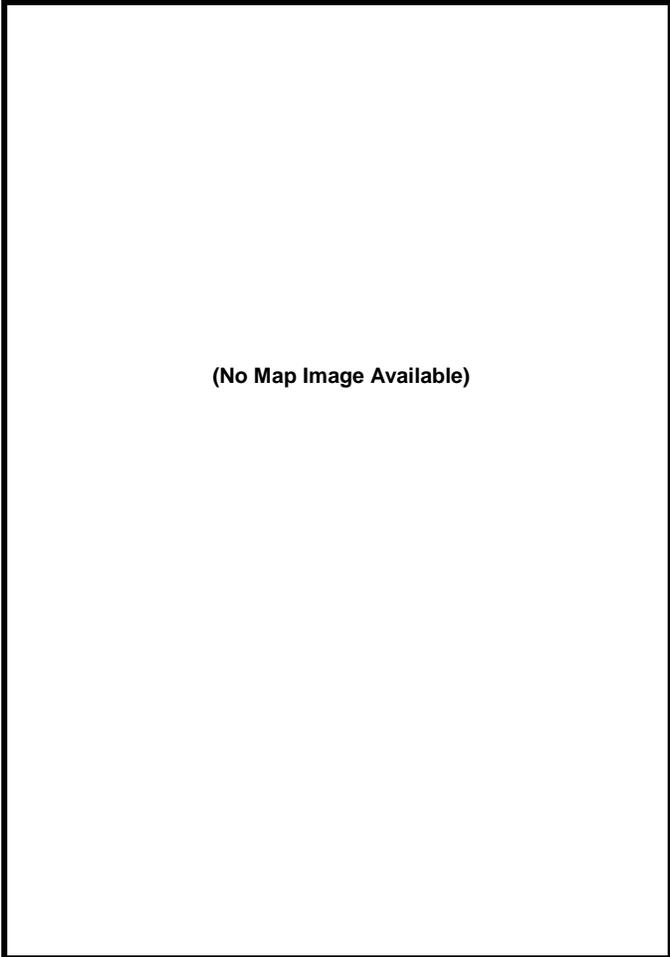
This project will be funded by HB 2017 funds

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 | Jan-26       | Jan-27       |
| End Date   |          | Oct-26 | Oct-26       | Dec-27       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |                 |                  |                  | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|-----------------|------------------|------------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26         | 2026/27          | 2027/28+         |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |                 |                  |                  |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |                 |                  |                  |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$40,000        | \$154,000        | \$648,300        | \$842,300              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$40,000</b> | <b>\$154,000</b> | <b>\$648,300</b> | <b>\$842,300</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |                 |                  |                  |                        |
| 2 - Design                             | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$40,000        | \$40,000         | \$0              | \$80,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$0             | \$114,000        | \$648,300        | \$762,300              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$40,000</b> | <b>\$154,000</b> | <b>\$648,300</b> | <b>\$842,300</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2706  
**Project Name:** CHIP SEAL: GOOSEHOLLOW PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will resurface 1.7 miles of roads with chip seal. This project will pave the following roads:

- Goosehollow Drive from highway 224 to Orchard View Lane
- Orchard View Lane from dead end north to Eckert Lane
- Wipperwill Court from Goosehollow Drive to culdesac
- Celsiana Court from Goosehollow Drive to culdesac
- Winterborne Court from Orchard View Lane to culdesac
- Teal Court from Orchard View Lane to culdesac
- Widegon Court from Orchard View Lane to culdesac
- Widegon Lane from Orchard View Lane to Tallina Drive
- Eider Court from Widegon Lane to Culdesac
- Engert Ridge Drive from Widegon Lane to Widegon Lane
- Eider Court from Widegon Lane to culdesac
- Engert Ridge Drive from Widegon Lane to Widegon Lane
- Eckert Lane from highway 224 to dead end

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

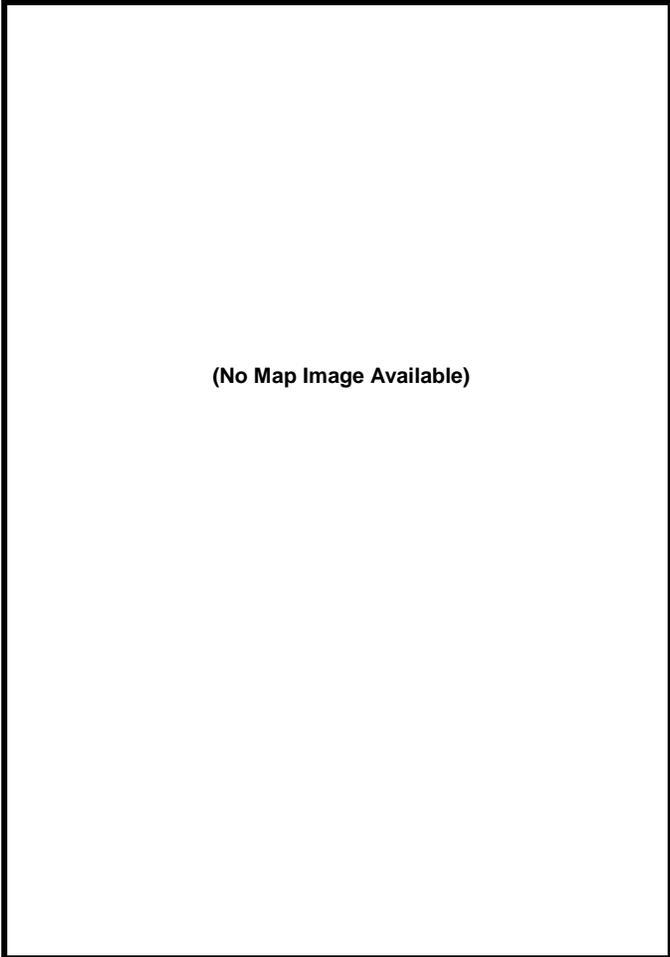
This project will be funded by HB 2017 funds

**Environmental Impacts:**

none

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 |              | Jan-27       |
| End Date   |          | Oct-26 |              | Dec-27       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |                 |                 |                  | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|-----------------|-----------------|------------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26         | 2026/27         | 2027/28+         |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |                 |                 |                  |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |                 |                 |                  |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$13,000        | \$43,000        | \$168,153        | \$224,153              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$13,000</b> | <b>\$43,000</b> | <b>\$168,153</b> | <b>\$224,153</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |                 |                 |                  |                        |
| 2 - Design                             | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$13,000        | \$12,000        | \$0              | \$25,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$0             | \$31,000        | \$168,153        | \$199,153              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$13,000</b> | <b>\$43,000</b> | <b>\$168,153</b> | <b>\$224,153</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2707  
**Project Name:** CHIP SEAL: HOGBACK PACKAGE  
**Project Location:**  
**Map No:**

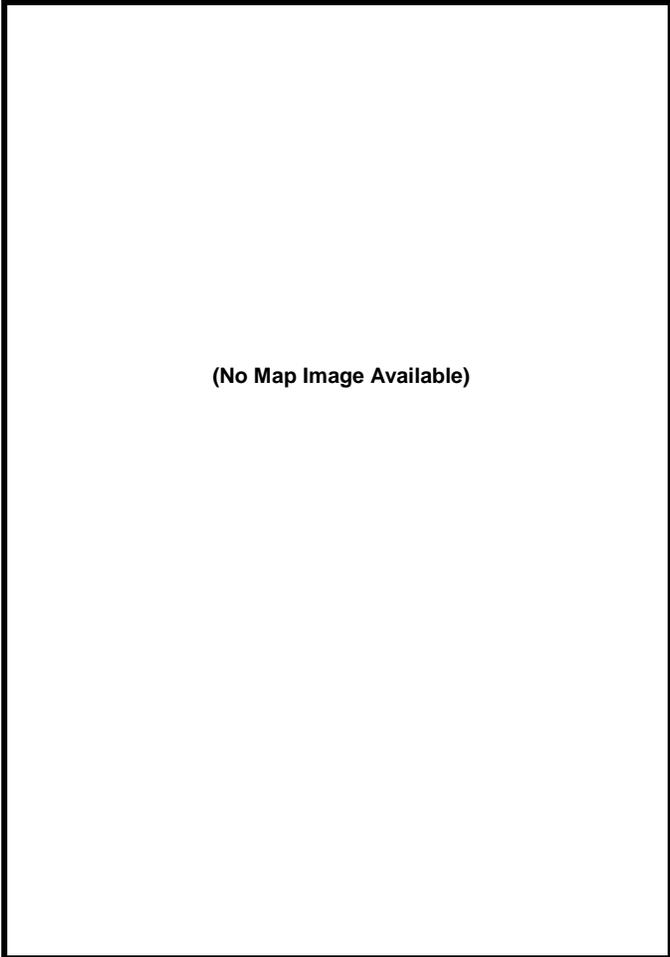
**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will resurface 35 miles of roads with chip seal. This project will pave the following roads:

- Lower Highland Road from Beaver creek Road to Upper Highland Road.
- Bluhm from Lower Highland Road to Butte Road.
- Ridge Road from Lower Highland Road to Butte Road.
- Logan Drive from Lower Highland Road to Lower Highland.
- Barlow Road from Sconce Road to Monte Cristo Road.
- Schuebel School Road from Upper Highland Road to Lower Highland Road.
- Lewellen Road from Beeson Road to Shockley Road.
- Beeson Road from Lewellen Road to Unger Road.
- Butte Road from Beaver creek Road to Beeson Road.
- Schockley Road from Upper Highland Road to address 26132.
- Hult Road from Olson Road to Unger Road.
- Richter Road from Upper Highland Road to culdesac.
- Olson Road from Unger Road to end of county road marker.
- Lower Jewell Road from Unger Road to end of County maintenance.
- Jewell Road from Butte Road to end of County maintenance.
- Schram Road from Schockley Road to end of County maintenance.
- Westby Road from Kinzy Road to Tucker Road.
- Unger Road from Bauer Road to Beaver creek Road.
- Upper Highland from Schockley Road to Beaver creek Road.



**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds

**Environmental Impacts:**

None

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 |              | Jan-27       |
| End Date   |          | Jan-26 |              | Dec-27       |

| Project Budget:<br><i>Actuals recorded thru 3.20.2023</i> | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |                  |            |                  | Total<br>Project<br>Estimate |
|---|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------------|------------|------------------|------------------------------|
|   |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26          | 2026/27    | 2027/28+         |                              |
| <b>Revenues:</b>  |                            |                           |                                  |                                  |            |                  |            |                  |                              |
| Road Fund   | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$169,000        | \$0        | \$701,243        | \$870,243                    |
| <b>Total Project Revenues</b>                             | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$169,000</b> | <b>\$0</b> | <b>\$701,243</b> | <b>\$870,243</b>             |
| <b>Expenditures:</b>                                      |                            |                           |                                  |                                  |            |                  |            |                  |                              |
| 2 - Design  | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$44,000         | \$0        | \$0              | \$44,000                     |
| 4 - Construction  | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$125,000        | \$0        | \$701,243        | \$826,243                    |
| <b>Total Project Expenditures</b>                         | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$169,000</b> | <b>\$0</b> | <b>\$701,243</b> | <b>\$870,243</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2708  
**Project Name:** CHIP SEAL: YODER PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will resurface 18.5 miles of roads with chip seal. This project will pave the following roads:

- Schneider Road from Barlow Road to Dryland Road
- Gibson Road from Barlow Road to Dryland Road
- Mt Hope Road highway 213 to Dryland
- Palmer Road from highway 211 to Mt Hope Road
- Babcock Road from highway 213 to Dryland Road
- Dryland Road from Babcock Road to highway 211
- Dryland Road from Highway 213 to Dryland Road
- Kropf Road from Gibson Road to highway 211

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

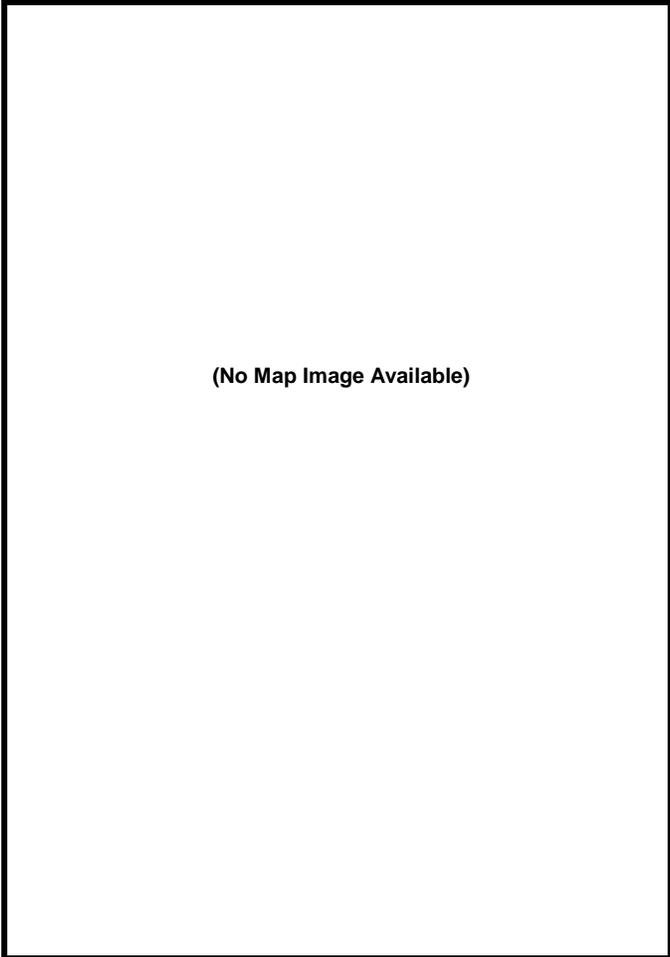
This project will be funded by HB 2017 funds

**Environmental Impacts:**

none

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 |              | Jan-27       |
| End Date   |          | Oct-26 |              | Dec-27       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |                 |                  |                    | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|-----------------|------------------|--------------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26         | 2026/27          | 2027/28+           |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |                 |                  |                    |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |                 |                  |                    |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$63,000        | \$244,000        | \$1,034,274        | \$1,341,274            |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$63,000</b> | <b>\$244,000</b> | <b>\$1,034,274</b> | <b>\$1,341,274</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |                 |                  |                    |                        |
| 2 - Design                             | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$63,000        | \$63,000         | \$0                | \$126,000              |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$0             | \$181,000        | \$1,034,274        | \$1,215,274            |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$63,000</b> | <b>\$244,000</b> | <b>\$1,034,274</b> | <b>\$1,341,274</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2709  
**Project Name:** SLURRY SEAL: VISTA VIEW PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will resurface 1.4 miles of roads with slurry seal. This project will pave the following roads:

- Westgate Way from Valley View Terrace to 117th Avenue
- Hazel Hill Road from culdesac to culdesac
- Cascade View Court from Valley View Terrace to dead end
- Knee Court from Azar Drive to culdesac
- St Lucy Lane from Valley View Terrace to address 11060.
- Bollam Drive from 152nd Drive to 156th Avenue
- 153rd Drive from BCM at address 14001 to Pioneer Drive

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

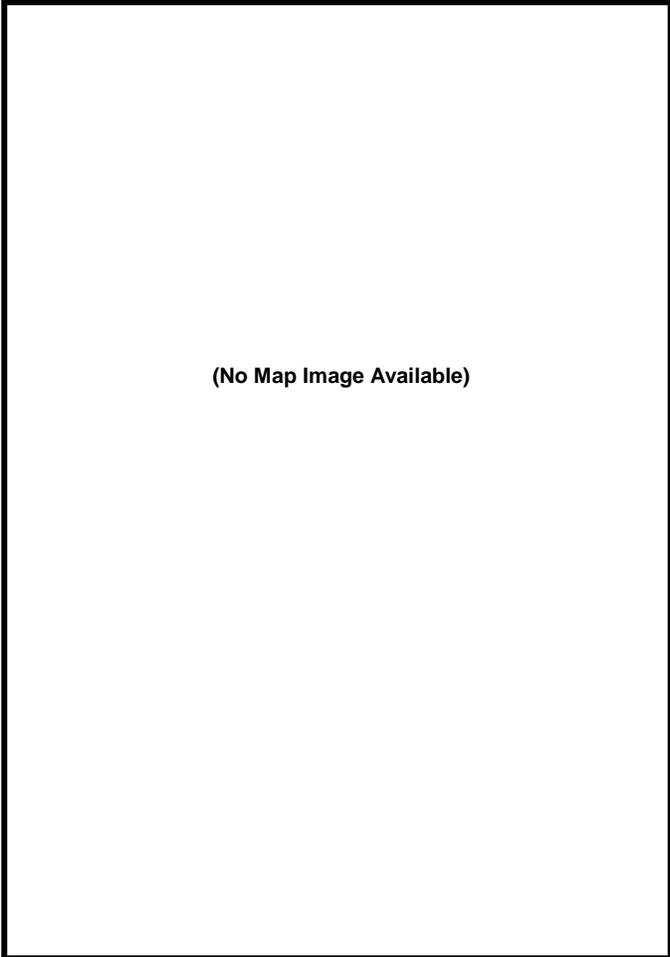
This project will be funded by HB 2017 funds

**Environmental Impacts:**

none

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 |              | Jan-27       |
| End Date   |          | Oct-26 |              | Dec-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |                |                 |                 | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|----------------|-----------------|-----------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26        | 2026/27         | 2027/28+        |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |                |                 |                 |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |                |                 |                 |                              |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$8,000        | \$28,000        | \$99,188        | \$135,188                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$8,000</b> | <b>\$28,000</b> | <b>\$99,188</b> | <b>\$135,188</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |                |                 |                 |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$8,000        | \$7,000         | \$0             | \$15,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0            | \$21,000        | \$99,188        | \$120,188                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$8,000</b> | <b>\$28,000</b> | <b>\$99,188</b> | <b>\$135,188</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2710  
**Project Name:** SLURRY SEAL: TRILLIUM CREEK PACKAGE  
**Project Location:**  
**Map No:**

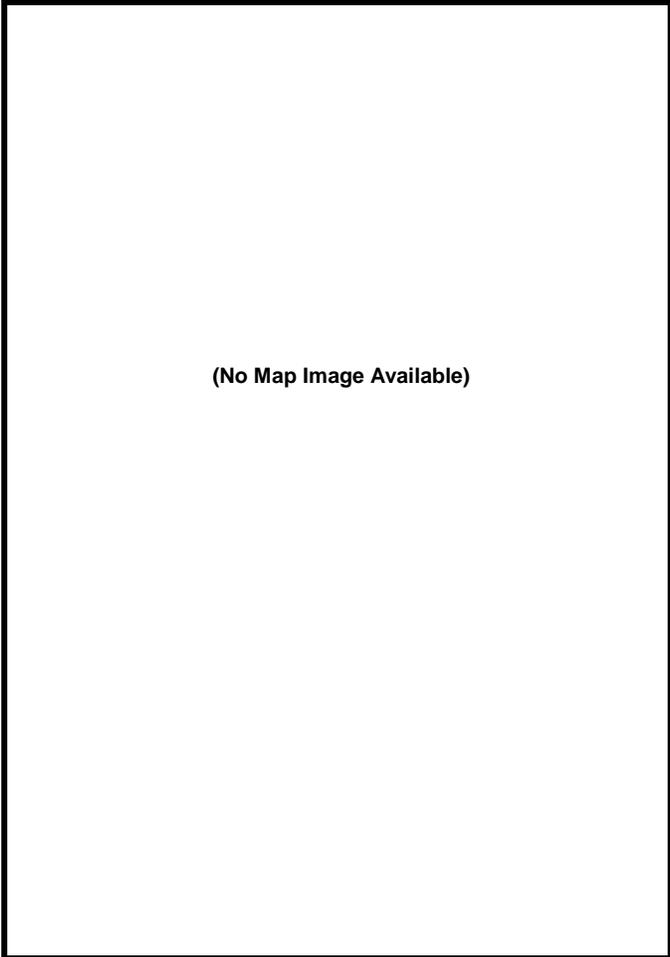
**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will resurface 6.1 miles of roads with slurry seal. This project will pave the following roads:

- 115th Avenue from Westgate Way to Hazel Hill Road.
- 116th Court from Westgate Way to culdesac.
- Southern Lites Drive from Cascade View Court to 119th Avenue.
- Australis Court from Cascade View Court to culdesac.
- Aurora Court from Southern Lites Drive to culdesac.
- Tom Thumb Court from Azar Drive to culdesac
- Hobart Court from 117th Avenue to culdesac
- Koala Drive from 117th Avenue to 119th Avenue.
- 117th Avenue from Westgate Way to Koala Drive.
- Brant Court from Orchard View Lane to culdesac.
- Belair Drive from highway 212 to Van Zyl Drive.
- Van Zyl Drive from Belair Drive to Belair Drive.
- Stoney Brook Court from culdesac to dead end.
- Anderegg Parkway from highway 212 to Humidor Street.
- Davidoff Court from Davidoff Way to culdesac.
- Davidoff Way from Anderegg Parkway to Glady's Rose Way.
- Upman Way from Partagas Street to culdesac.
- Avo Street from Upman Way to Anderegg Parkway.
- Partagas Street from Anderegg Parkway to dead end.
- Pleides Street from Pardon Way to Baccarat Way.
- Maduros way from Anderegg Parkway to Humidor Street.
- Cohiba Court from Anderegg Parkway to culdesac.
- Baccarat Way from Macanudo Street to dead end.
- Mauros Court from Maduros Way to culdesac.
- Humidor Street from Anderegg Parkway to Maduros Way.
- Dunhill Loop from Maduros Way to culdesac.
- Don Lino Court from Dunhill Loop to culdesac.
- Don Tomas Court from Dunhill Loop to culdesac.
- Don Vizo Court from Dunhill Loop to culdesac.
- Thornbridge Drive from 153rd Drive to 156th Avenue.
- Kensington Drive from 153rd Drive to 156th Avenue.
- 154th Drive from Begining of County maintenance to dead end.
- Eckert Lane from Siri Loop to dead end.
- Siri Loop from Eckert Lane to Eckert Lane.
- Tallina Drive from highway 224 to dead end.
- Alder Meadows Drive from Eckert Lane to dead end.
- Goosehollow Drive from address 16150 to address 16200.
- Venice Ridge Way from address 16166 Goosehollow Drive to culdesac.



**(No Map Image Available)**

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by HB 2017 funds and \$93K from Damascus Fund. The roads related to Damascus will need to be broken out and a new prospectus will need to be completed. For now, Damascus Reveue has been broken out.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 |              | Jan-27       |
| End Date   |          | Oct-26 |              | Dec-27       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2710  
**Project Name:** SLURRY SEAL: TRILLIUM CREEK PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202121-HB2017 Program Cost  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300304 (Transportation Mainten  
**Current Status:** ACTIVE

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |                 |                  |                  | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|-----------------|------------------|------------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26         | 2026/27          | 2027/28+         |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |                 |                  |                  |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |                 |                  |                  |                              |
| Other Shared Revenues                  | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0             | \$15,000         | \$78,993         | \$93,993                     |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$58,000        | \$127,000        | \$399,451        | \$584,451                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$58,000</b> | <b>\$142,000</b> | <b>\$478,444</b> | <b>\$678,444</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |                 |                  |                  |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$58,000        | \$58,000         | \$0              | \$116,000                    |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0             | \$89,000         | \$478,444        | \$567,444                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$58,000</b> | <b>\$147,000</b> | <b>\$478,444</b> | <b>\$683,444</b>             |

**Project Number:** 22325  
**Project Name:** SCHUM CAUSEY SAFETY IMP  
**Project Location:** SE Bob Schumacher Rd & SE Causey Ave  
**Map No:**

**Program:** 30202053-CRF Safety Projects  
**Project Manager(s):** Bikram Raghubansh  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** COMPLETED

**Date of Last Revision:** Oct-21

**Project Description/Scope:**

This project is identified in the Clackamas County Community Road Fund Safety Project list. The scope of this project is to address safety at the signalized intersection by implementing the following:

- A. Convert southbound left turn from permissive-only phasing to protected-permitted left turn phasing by installing flashing yellow arrow signal.
- B. Add 2" reflective backplate strip for all signal heads to make signal more visible.
- C. Improve dilemma zone protection for major approaches by adding special radar detection system.
- D. Add signal ahead signs with street name rider.
- E. ADA improvements, if necessary.
- F. Fiber Communication upgrade

**Project Justification:**

This project will help ensure safe and health communities by improving roadway safety with proposed crash reduction countermeasures.

**Impact on Operating Budget:**

This project will be funded by Clackamas County Community Road Funding. Procurement and installation of flashing yellow arrow signal head, reflectorized backplates, and radar installation for dilemma zone protection will be done by County engineering and maintenance staff. ADA sidewalk ramp design and construction will be outsourced and possibly combined with similar County capital improvement project.

**Environmental Impacts:**

If there is ADA sidewalk trigger, some minor erosion control work will be required.

**Changes Since Last Plan:**

Project is completed



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jan-20 |              | Feb-20       |
| End Date          |          | Jun-21 |              | Jun-21       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |                 |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|-----------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |                 |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |                 |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |                 |
| Community Road Fund (CRF)              | \$66,379             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$66,379        |
| Road Fund                              | \$14                 | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$14            |
| <b>Total Project Revenues</b>          | <b>\$66,394</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$66,394</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |                 |
| 2 - Design                             | \$4,886              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$4,886         |
| 4 - Construction                       | \$61,508             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$61,508        |
| <b>Total Project Expenditures</b>      | <b>\$66,394</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$66,394</b> |

**Project Number:** 300320324  
**Project Name:** CONTRACT PAVING: WEBSTER AREA PACKAGE  
**Project Location:** Various urban roads -- see list below.  
**Map No:**

**Program:** 30202050-CRF Local Paving  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Urban contract paving package in the Webster Road area. Will pave 1.15 miles of local road, made up of:- San Marcos Ave from Delrey Ave to the culdesac.- Cypress Ave from Delrey Ave to Webster Rd.- Renada St from Webster Rd to Delrey Ave.- Eldorado Ct from Delrey Ave to the culdesac.- Delray Ave from Cypress Ave to Antigua Ave.- Delray Ave from Cypress Ave to the dead end.- Aldercrest Ct from Thiessen Rd to Kern Ct.- Kern Ct from Aldercrest Ct to the culdesac.

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

Community Road Fund local paving package.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Project is substantially completed. Awaiting close out of project prior to marking completed



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Apr-20 | Apr-21       | Feb-22       |
| End Date          |          | Dec-20 | Jan-22       | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$302,742            | \$860,664           | \$2,559                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,165,965            |
| <b>Total Project Revenues</b>          | <b>\$302,742</b>     | <b>\$860,664</b>    | <b>\$2,559</b>             | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,165,965</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$105,187            | \$380               | (\$380)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$105,187              |
| 2 - Design                             | \$67,191             | \$140               | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$67,331               |
| 3 - Right of Way                       | \$8,244              | \$217               | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$8,461                |
| 4 - Construction                       | \$102,072            | \$862,866           | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$964,938              |
| Internal County Contracted Svc         | \$20,048             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$20,048               |
| <b>Total Project Expenditures</b>      | <b>\$302,742</b>     | <b>\$863,603</b>    | <b>(\$380)</b>             | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,165,965</b>     |

**Project Number:** 300320325  
**Project Name:** 282ND & HALEY INTERSECTION SAFETY IMPROVEMENTS  
**Project Location:** SE 282nd Ave and SE Haley Rd  
**Map No:**

**Program:** 30202053-CRF Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will fund the investigation and evaluation of safety issues at the subject intersection, and it will identify low, to medium-cost improvements to reduce the number of crashes, and to reduce the severity of crashes when they occur. Project will fund implementation of some low-cost safety countermeasures.

**Project Justification:**

This intersection consistently ranks high on the County's SPIS list, indicating that there are a high number and severity of crashes. There are a number of low- to medium-cost safety countermeasures that are known to have measurable reductions in crashes.

**Impact on Operating Budget:**

This project will be funded by Community Road Fund dollars

**Environmental Impacts:**

None identified. This project consists of sign installations in County right of way, and modifications to the paved roadway surface, which are not expected to have any environmental impacts.

**Changes Since Last Plan:**

Updated project status-COMPLETED



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jul-21 |              | Mar-22       |
| End Date          |          | Sep-21 |              | Jun-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$16,628             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$16,628               |
| <b>Total Project Revenues</b>          | <b>\$16,628</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$16,628</b>        |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$4,639              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$4,639                |
| 4 - Construction                       | \$11,989             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$11,989               |
| <b>Total Project Expenditures</b>      | <b>\$16,628</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$16,628</b>        |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**COMPLETED**

**Project Number:** 300320329  
**Project Name:** CONTRACT PAVING: ARISTA AREA PACKAGE  
**Project Location:** Multiple - see below.  
**Map No:**

**Program:** 30202050-CRF Local Paving  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Urban contract paving package in the Arista Drive area. Will pave 0.74 miles of local road, made up of:- Lee Ave from Courtney Ave to the dead end at the fence.- Arista Dr from Oak Grove Blvd to Maple St.- Silversprings Rd from River Rd to the dead end.

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project is being funded through the Community Road Fund.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Project Completed



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Sep-20 |              | Jul-20       |
| End Date          |          | Jun-21 |              | Dec-21       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$357,248            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$357,248              |
| <b>Total Project Revenues</b>          | <b>\$357,248</b>     | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$357,248</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$66,947             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$66,947               |
| 2 - Design                             | \$826                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$826                  |
| 4 - Construction                       | \$282,271            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$282,271              |
| Internal County Contracted Svc         | \$7,205              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$7,205                |
| <b>Total Project Expenditures</b>      | <b>\$357,248</b>     | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$357,248</b>       |

**Project Number:** 300320330  
**Project Name:** CONTRACT PAVING: THIESSEN AREA PACKAGE  
**Project Location:** Multiple - see below.  
**Map No:**

**Program:** 30202050-CRF Local Paving  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Urban contract paving package in the Thiessen area. Will pave 0.49 miles of local road, made up of:

- Harmon Ct from Thiessen Rd to the culdesac.
- Vista Ln from Thiessen Rd to the end of County maintenance.
- Anaconda Ct from Vista Ln to the culdesac.
- Bantam Ct from Vista Ln to the culdesac.
- Cornish Ct from Vista Ln to the culdesac..

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

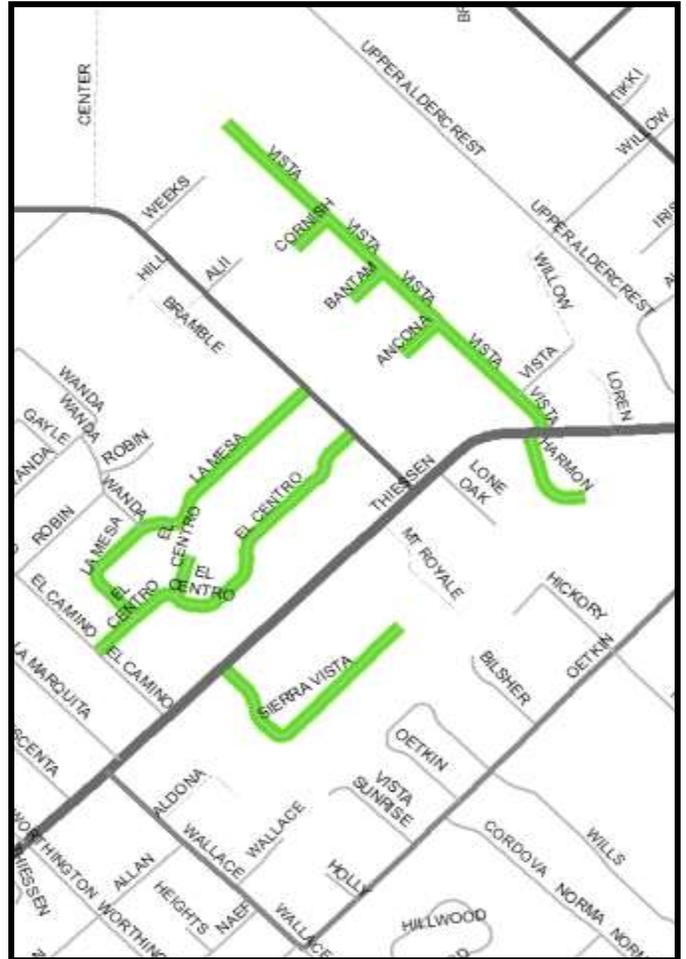
This project is being funded through the Community Road Fund.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Project completed



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Sep-20 |              | Jul-21       |
| End Date          |          | Jun-21 |              | Dec-21       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$489,615            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$489,615              |
| <b>Total Project Revenues</b>          | <b>\$489,615</b>     | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$489,615</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$105,890            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$105,890              |
| 2 - Design                             | \$480                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$480                  |
| 4 - Construction                       | \$380,675            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$380,675              |
| Internal County Contracted Svc         | \$2,570              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$2,570                |
| <b>Total Project Expenditures</b>      | <b>\$489,615</b>     | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$489,615</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320333  
**Project Name:** JOHNSON CREEK BLVD @ 74TH SAFETY ENHANCEMENTS  
**Project Location:** Johnson Creek Blvd. at 74th Avenue  
**Map No:**

**Program:** 30202053-CRF Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Provide safety enhancements at intersection using pavement markings, signs and delineation

**Project Justification:**

This project will provide low cost safety improvements to this intersection and help to reduce crashes.

**Impact on Operating Budget:**

New signing and/or pavement markings will require maintenance.

**Environmental Impacts:**

No negative impacts anticipated

**Changes Since Last Plan:**

Updated schedule and budget year



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-23 |              | Mar-23       |
| End Date   |          | Feb-23 |              | Jun-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$308                | \$0                 | \$12,860                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$13,168               |
| <b>Total Project Revenues</b>          | <b>\$308</b>         | <b>\$0</b>          | <b>\$12,860</b>            | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$13,168</b>        |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$308                | \$0                 | \$4,000                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$4,308                |
| 4 - Construction                       | \$0                  | \$0                 | \$8,860                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$8,860                |
| <b>Total Project Expenditures</b>      | <b>\$308</b>         | <b>\$0</b>          | <b>\$12,860</b>            | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$13,168</b>        |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320334  
**Project Name:** KING RD @ 66TH INTERSECTION SAFETY ENHANCEMENTS  
**Project Location:** King Road/66th Avenue  
**Map No:**

**Program:** 30202053-CRF Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Project will design and construct a marked pedestrian crossing on the east leg of the intersection with rectangular rapid flashing beacon (RRFB). Project will also upgrade curb ramps to current ADA standards and upgrade lighting

**Project Justification:**

Improve safety at intersection.

**Impact on Operating Budget:**

This project is funded with Community Road Fund revenues. Additional signs and/or traffic control devices require maintenance.

**Environmental Impacts:**

No negative impacts.

**Changes Since Last Plan:**

Updated schedule and budget to reflect new project elements



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-23 |              | Jul-23       |
| End Date   |          | Jun-23 |              | Jun-24       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$0                  | \$0                 | \$25,000                   | \$285,000                        | \$0        | \$0        | \$0        | \$0        | \$310,000              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$25,000</b>            | <b>\$285,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$310,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$0                  | \$0                 | \$25,000                   | \$25,000                         | \$0        | \$0        | \$0        | \$0        | \$50,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$260,000                        | \$0        | \$0        | \$0        | \$0        | \$260,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$25,000</b>            | <b>\$285,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$310,000</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320337  
**Project Name:** CANBY-MARQUAM HWY @ LONE ELDER RD INTERSECTION  
**Project Location:** Canby-Marquam Hwy at Lone Elder Rd  
**Map No:** 113

**Program:** 30202052-CRF Congestion Relief Pr  
**Project Manager(s):** Robert Knorr  
**Budgeted in Dept:** 215-300305 (Community Road Fund  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

The intersection of Canby-Marquam Hwy and Lone Elder Rd is a T-intersection that is stop-controlled on Lone Elder Rd and uncontrolled along Canby-Marquam Hwy. The project will reconstruct the intersection and add a northbound left-turn lane.

**Project Justification:**

Canby-Marquam Hwy experiences congestion in the northbound direction in large part because of vehicles waiting to turn left onto Lone Elder Rd. This will improve the service and safety of the intersection.

**Impact on Operating Budget:**

Community Road Funds and Transportation System Development Charge (TSDC) are required for this project. Project is eligible for TSDC funding at 30.77%.

The overall project budget has increased 16.24% since the time of the last prospectus update October 2021. The increases are coming from TSDC's at \$57,208 (30.77% eligible) and Road Fund at \$104,404 for a total increase of \$151,613. The CRF contribution is \$664,012. Most of the increase was due to initiating an additional consultant contract for right of way services, the cost of right of way purchases, and additional internal design efforts to update the PS&E package and bring it to completion.

**Environmental Impacts:**

Limited environmental impacts are expected. Environmental permit requirements will be determined during design.

**Changes Since Last Plan:**

Updated budget and schedule. The budget has increased 16.24% and the schedule slipped since the last prospectus update October 2021. The project design was completed in June 2021 and the right of way phase ensued in November 2021. The right of way phase completed in October 2022. The design was further updated and finalized internally to address the resultant right of way obligations. The PS&E package was finalized and project was prepared for bid advertisement.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Mar-20 | Nov-21       | Jun-23       |
| End Date   |          | Jan-23 | Oct-22       | Oct-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$155,421            | \$20,717            | \$237,081                  | \$250,793                        | \$0        | \$0        | \$0        | \$0        | \$664,012              |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$104,404                        | \$0        | \$0        | \$0        | \$0        | \$104,404              |
| System Development Charge              | \$79,008             | \$9,208             | \$106,387                  | \$159,581                        | \$0        | \$0        | \$0        | \$0        | \$354,184              |
| <b>Total Project Revenues</b>          | <b>\$234,429</b>     | <b>\$29,925</b>     | <b>\$343,468</b>           | <b>\$514,778</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,122,600</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$214,987            | \$5,230             | (\$723)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$219,494              |
| 3 - Right of Way                       | \$18,808             | \$26,341            | (\$895)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$44,254               |
| 4 - Construction                       | \$633                | \$255               | \$343,185                  | \$514,778                        | \$0        | \$0        | \$0        | \$0        | \$858,851              |
| 6 - Legal / Settlements                | \$0                  | \$93                | (\$93)                     | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    |
| <b>Total Project Expenditures</b>      | <b>\$234,429</b>     | <b>\$31,918</b>     | <b>\$341,475</b>           | <b>\$514,778</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,122,600</b>     |

**Clackamas County Prospectus**  
**Fiscal Year 2022/23 to 2027/28**

|                          |  |                            |                                   |
|--------------------------|--|----------------------------|-----------------------------------|
| <b>Project Number:</b>   | 300320337                                      | <b>Program:</b>            | 30202052-CRF Congestion Relief Pr |
| <b>Project Name:</b>     | CANBY-MARQUAM HWY @ LONE ELDER RD INTERSECTION | <b>Project Manager(s):</b> | Robert Knorr                      |
| <b>Project Location:</b> | Canby-Marquam Hwy at Lone Elder Rd             | <b>Budgeted in Dept:</b>   | 215-300305 (Community Road Fund   |
| <b>Map No:</b>           | 113  | <b>Current Status:</b>     | ACTIVE                            |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320339  
**Project Name:** 362 PAVED SHOULDERS & SAFETY IMPROVEMENTS  
**Project Location:** Skogan to OR 211  
**Map No:**

**Program:** 30202051-CRF Strategic Investment  
**Project Manager(s):** Robert Knorr  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Paved shoulders are needed from Skogan to OR211 near Sandy. This is 362nd Ave near the Skogan curve and the 362nd/Deming intersection. The existing shoulders are very narrow and steep resulting in a safety concern if vehicles veer off the roadway. This project will also fund the investigation and evaluation of safety issues at the intersection of SE 362nd Ave and SE Colorado Rd, and it will identify low, to medium-cost improvements to reduce the number of crashes, and to reduce the severity of crashes when they occur. Project will fund implementation of some low-cost safety countermeasures.

**Project Justification:**

Adding shoulders to this section of 362nd will result in a safer roadway for all users of the roadway, especially vehicles and bicyclists. This intersection of 362nd and Colorado consistently ranks high on the County's SPIS list, indicating that there are a high number and severity of crashes. There are a number of low- to medium-cost safety countermeasures that are known to have measurable reductions in crashes.

**Impact on Operating Budget:**

The project will be funded through the Strategic Investment Fund established by the Community Road Fund. The paved shoulders will be matched by System Development Charges (SDCs). The road is 29.4% SDC eligible. The overall project budget has increased 35.56% (\$573,873) since the time of the original prospectus budget July 2020. The increases were primarily due to both the actual negotiated consultant fee versus what was originally estimated and an increasing project scope to include a number of necessary Traffic Safety ITS Countermeasures. Both the HB2017 Safety Projects (33250/30202123) and Gas Tax/State Highway (33250/30202123) fund lines come under the same accounts, and use the same sub-category programs. They are listed under separate fund lines based on program admin. input from L.K. and roll up together under Road Fund.

**Environmental Impacts:**

Environmental impacts will be investigated, including wetlands, with a wider project footprint. If needed, environmental permits will be applied for and obtained in the design phase.

**Changes Since Last Plan:**

Updated budget and schedule. The budget has increased 35.56% and the schedule slipped since the time of the original prospectus budget July 2020. The project design was put on hold for five months while an internal roadway alternative analysis was performed. Additional Traffic Safety ITS Countermeasures have been added to the scope. Consultant design restarted in November/December 2022.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Nov-21 |              | Jun-23       |
| End Date   |          | Mar-23 |              | Oct-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$158,919            | \$7,944             | \$353,770                  | \$618,657                        | \$0        | \$0        | \$0        | \$0        | \$1,139,290            |
| Road Fund                              | \$0                  | \$0                 | \$499                      | \$453,860                        | \$0        | \$0        | \$0        | \$0        | \$454,359              |
| System Development Charge              | \$0                  | \$0                 | \$147,321                  | \$446,629                        | \$0        | \$0        | \$0        | \$0        | \$593,950              |
| <b>Total Project Revenues</b>          | <b>\$158,919</b>     | <b>\$7,944</b>      | <b>\$501,590</b>           | <b>\$1,519,146</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,187,599</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$364                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$364                  |
| 2 - Design                             | \$158,555            | \$46,055            | \$56,997                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$261,607              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320340  
**Project Name:** BLUFF / 327TH INTERSECTION ENHANCEMENTS  
**Project Location:** Bluff Road at 327th  
**Map No:**

**Program:** 30202053-CRF Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Rechannelize to provide lower speeds on movements onto and off of Bluff Road using signs, pavement markings and delineation and also pavement removal

**Project Justification:**

Increase safety of intersection

**Impact on Operating Budget:**

Additional signs, markings and delineation will require maintenance

**Environmental Impacts:**

No negative impacts - some pavement will be removed

**Changes Since Last Plan:**

Added design phase and budget. Overall budget did not change



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-23 |              | Jul-23       |
| End Date   |          | Jun-23 |              | Jun-24       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Community Road Fund (CRF)              | \$0                        | \$0                       | \$30,000                         | \$83,663                         | \$0        | \$0        | \$0        | \$0        | \$113,663                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$30,000</b>                  | <b>\$83,663</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$113,663</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$30,000                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$30,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$83,663                         | \$0        | \$0        | \$0        | \$0        | \$83,663                     |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$30,000</b>                  | <b>\$83,663</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$113,663</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320344  
**Project Name:** REDLAND RD TURN LANES @ FERGUSON & BRADLEY  
**Project Location:** Redland Rd at Ferguson and Bradley  
**Map No:** 84

**Program:** 30202052-CRF Congestion Relief Pr  
**Project Manager(s):** Robert Knorr  
**Budgeted in Dept:** 215-300305 (Community Road Fund  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Redland Rd is a two-lane road lacking left-turn lanes at Ferguson Rd and Bradley Rd. Adding left-turn lanes at Ferguson Rd and Bradley Rd will improve performance and safety of Redland Rd at these intersections.

**Project Justification:**

The project will add an eastbound left-turn lane and westbound left-turn lane at Bradley Rd and Ferguson Rd, respectively. This will improve the performance and safety of the intersections.

**Impact on Operating Budget:**

Community Road Funds are required for this project. Additional funding is allocated from Rural STP Funds (\$1,066,324).

**Environmental Impacts:**

Limited environmental impacts are expected. Environmental permit requirements will be determined during design. Received DSL concurrence. Awaiting response from ACOE.

**Changes Since Last Plan:**

Updated schedule and design and construction budgets, based on 90% PS&E. Adjusted Rural STP amount to \$1,066,324 and reduced CRF as a result. The budget increased 18.06% and the schedule slipped.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Dec-20 | Sep-22       | Jun-23       |
| End Date   |          | Mar-23 | Mar-23       | Jun-24       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$282,093            | \$93,219            | \$740,197                  | \$217,832                        | \$0        | \$0        | \$0        | \$0        | \$1,333,341            |
| Rural STP                              | \$0                  | \$0                 | \$0                        | \$1,021,783                      | \$0        | \$0        | \$0        | \$0        | \$1,021,783            |
| <b>Total Project Revenues</b>          | <b>\$282,093</b>     | <b>\$92,719</b>     | <b>\$740,697</b>           | <b>\$1,239,615</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,355,124</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$282,093            | \$183,820           | (\$5,057)                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$460,856              |
| 3 - Right of Way                       | \$0                  | \$27,140            | \$301,041                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$328,181              |
| 4 - Construction                       | \$0                  | \$0                 | \$326,410                  | \$1,239,615                      | \$0        | \$0        | \$0        | \$0        | \$1,566,025            |
| 6 - Legal / Settlements                | \$0                  | \$62                | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$62                   |
| <b>Total Project Expenditures</b>      | <b>\$282,093</b>     | <b>\$211,022</b>    | <b>\$622,394</b>           | <b>\$1,239,615</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,355,124</b>     |

**Project Number:** 300320345  
**Project Name:** CONTRACT PAVING: BOYER / KING ROAD AREA PACKAGE  
**Project Location:** Mutiple -- see below.  
**Map No:**

**Program:** 30202050-CRF Local Paving  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Urban contract paving package in the Boyer / King Road area. Will pave 0.94 miles of local road, made up of:- Owen Dr from 85th to King Rd.- King Rd from 82nd Ave to Owen Dr.- King Rd from Owen Dr to Spencer Rd.- Spencer Dr from the dead end to the other dead end.- Owen Dr from King Rd to Owen Dr connection.- Spencer Ct from Spencer Rd to Clackamas Community College (CCC).

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project is being funded through the Community Road Fund.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Revised budget to reflect actuals. Overall project decrease from last update. Project is substantially completed. Awaiting close out of project prior to marking completed.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jun-21 |              | Apr-22       |
| End Date   |          | Jun-22 |              | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$127,675            | \$636,984           | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$764,659              |
| <b>Total Project Revenues</b>          | <b>\$127,675</b>     | <b>\$636,984</b>    | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$764,659</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$116,388            | \$2,486             | (\$1,561)                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$117,313              |
| 2 - Design                             | \$756                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$756                  |
| 4 - Construction                       | \$10,531             | \$636,059           | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$646,590              |
| <b>Total Project Expenditures</b>      | <b>\$127,675</b>     | <b>\$638,544</b>    | <b>(\$1,560)</b>           | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$764,659</b>       |

**Project Number:** 300320346  
**Project Name:** CONTRACT PAVING: MCLOUGHLIN NEIGHBORHOOD PACKA  
**Project Location:** Multiple - see below.  
**Map No:**

**Program:** 30202050-CRF Local Paving  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Urban contract paving package in the McLoughlin area. Will pave 1.32 miles of local road, made up of:- Woodland Wy from Chestnut St to Chestnut St.- Park Rd from Chestnut St to Pine Ln.- Chestnut St from Hwy 99E to Woodland Wy.- Laurel St from Park Entrance Rd to the dead end.- Pine Ln from Woodland Wy to Bunnell Rd.- Bunnell St from Park Entrance Rd to Chestnut St.- Maple St from Hwy 99E to Bunnell St.- Walnut St from Bunnell Rd to Woodland Wy.- Park Entrance Rd from Rupert Dr to Bunnell St.

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project is being funded through the Community Road Fund.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Revised budget to reflect actuals. Overall project decrease from last update. Project is substantially completed. Awaiting close out of project prior to marking completed.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jun-21 |              | Apr-22       |
| End Date          |          | Jun-22 |              | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$160,532            | \$496,340           | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$656,872              |
| <b>Total Project Revenues</b>          | <b>\$160,532</b>     | <b>\$496,340</b>    | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$656,872</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$137,515            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$137,515              |
| 2 - Design                             | \$9,235              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$9,235                |
| 4 - Construction                       | \$13,783             | \$496,340           | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$510,123              |
| <b>Total Project Expenditures</b>      | <b>\$160,532</b>     | <b>\$496,340</b>    | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$656,872</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320348  
**Project Name:** DUUS RD / EAGLE CREEK RD INTERSECTION, RELOCATION  
**Project Location:** Duus Rd/Eagle Creek Intersection  
**Map No:**

**Program:** 30202051-CRF Strategic Investment  
**Project Manager(s):** Michael Ward  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

To accommodate future growth in the Estacada area, the Duus Road and Eagle Creek Intersection needs new turn lanes. Also, the intersection needs to be relocated to provide adequate sight distance.

**Project Justification:**

Adding turn lanes and relocating the intersection will improve sight distance resulting in a safer roadway for all users of the roadway.

**Impact on Operating Budget:**

The project will be funded through the Strategic Investment Fund established by the Community Road Fund matched by System Development Charges (SDCs). The road is 53.4% SDC eligible. Estimates at the 30% Plans stage have an increase in the Engineer's Estimate. Additional funds are being added to FY 24/25 to match the construction over the summer.

**Environmental Impacts:**

Environmental impacts will be investigated, including wetlands, with a wider project footprint. If needed, environmental permits will be applied for and obtained in the design phase.

**Changes Since Last Plan:**

Right of Way and Construction dates changed to reflect current schedule. Increase in cost to reflect current Engineer's Estimate for construction phase.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jul-22 | May-23       | Mar-24       |
| End Date          |          | Sep-23 | Oct-23       | Aug-24       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25          | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                  |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |
| Community Road Fund (CRF)              | \$6,471              | \$12,152            | \$84,868                   | \$362,520                        | \$279,600        | \$0        | \$0        | \$0        | \$745,611              |
| System Development Charge              | \$1,932              | \$13,925            | \$96,095                   | \$415,420                        | \$320,400        | \$0        | \$0        | \$0        | \$847,772              |
| <b>Total Project Revenues</b>          | <b>\$8,403</b>       | <b>\$26,077</b>     | <b>\$180,963</b>           | <b>\$777,940</b>                 | <b>\$600,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,593,383</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |
| 1 - Planning                           | \$0                  | \$1,010             | \$0                        | \$0                              | \$0              | \$0        | \$0        | \$0        | \$1,010                |
| 2 - Design                             | \$8,403              | \$99,928            | \$86,102                   | \$63,970                         | \$0              | \$0        | \$0        | \$0        | \$258,403              |
| 3 - Right of Way                       | \$0                  | \$0                 | \$20,000                   | \$30,000                         | \$0              | \$0        | \$0        | \$0        | \$50,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$683,970                        | \$600,000        | \$0        | \$0        | \$0        | \$1,283,970            |
| <b>Total Project Expenditures</b>      | <b>\$8,403</b>       | <b>\$100,938</b>    | <b>\$106,102</b>           | <b>\$777,940</b>                 | <b>\$600,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,593,383</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320350  
**Project Name:** STAFFORD RD (PATTULO WY TO ROSEMONT RD) IMP  
**Project Location:** Stafford Rd from Pattulo Wy to Rosemont Rd  
**Map No:** 52

**Program:** 30202052-CRF Congestion Relief Pr  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 215-300305 (Community Road Fund  
**Current Status:** ACTIVE

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

Preliminary intersection control evaluation indicates that a proposed roundabout at the Childs Rd intersection could provide significantly more safety improvement as compared to a proposed traffic signal. Therefore, a proposed traffic signal and a proposed roundabout option have been developed to the 30% design level.

**Project Justification:**

The project will add a traffic signal at the intersection of SW Childs Rd. Southbound and eastbound right-turn lanes and northbound and eastbound left-turn lanes will also be added, which will improve operations and safety at the SW Childs Rd intersection. The intersection will also be realigned to reduce or eliminate the intersection skew. A southbound left-turn lane will be added at SW Johnson Rd. SW Johnson Rd will also be realigned to reduce or eliminate the intersection skew. Bike lanes will be added along SW Stafford Rd between Pattulo Wy and Rosemont Rd.

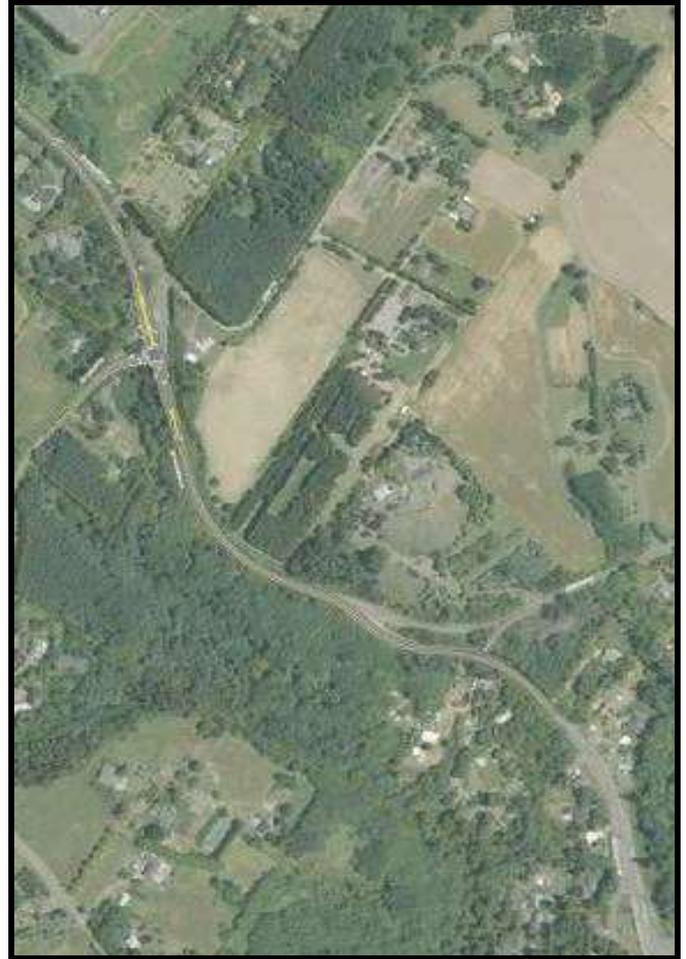
**Impact on Operating Budget:**

Based on consultant's updated right of way estimate and construction cost estimate, the Right of Way expense has decreased by \$733,226 and the Construction expense has increased by \$4,232,000. This results in a net total project expense increase of \$3,498,774. Community Road Funds and Transportation System Development Charge (TSDC) are required for this project.

- The Stafford Road / Childs Road Intersection improvements are TSDC eligible at 36%.
- The Stafford Road (Childs to Tualatin River) improvements, outside of the intersection above, are TSDC eligible at 35%.

**Environmental Impacts:**

Replacement of Pecan Creek culvert and project proximity to Pecan Creek requires a Joint Permit Application, a Vegetated Corridor Buffer mitigation through WES, and a Habitat Conservation Area mitigation through Clackamas County Planning.



**Changes Since Last Plan:**

Increased ROW and Construction for all applicable fiscal years. Increased SDCs by \$1,317,881 and CRF by \$2,180,893.

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-20 | Apr-22       | Jan-24       |
| End Date   |          | Dec-23 | Dec-23       | Dec-25       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                    |                    |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|--------------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25            | 2025/26            | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                    |                    |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                    |                    |            |            |                        |
| Community Road Fund (CRF)              | \$697,048            | \$77,701            | \$523,349                  | \$3,682,507                      | \$1,624,714        | \$1,974,905        | \$0        | \$0        | \$8,580,224            |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$0                              | \$1,247,202        | \$897,012          | \$0        | \$0        | \$2,144,214            |
| System Development Charge              | \$393,042            | \$43,707            | \$279,936                  | \$1,982,889                      | \$1,546,417        | \$1,546,417        | \$0        | \$0        | \$5,792,408            |
| <b>Total Project Revenues</b>          | <b>\$1,090,090</b>   | <b>\$121,408</b>    | <b>\$803,285</b>           | <b>\$5,665,396</b>               | <b>\$4,418,333</b> | <b>\$4,418,334</b> | <b>\$0</b> | <b>\$0</b> | <b>\$16,516,846</b>    |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                    |                    |            |            |                        |
| 2 - Design                             | \$1,090,090          | \$199,611           | \$184,559                  | \$209,196                        | \$0                | \$0                | \$0        | \$0        | \$1,683,456            |
| 3 - Right of Way                       | \$0                  | \$27,931            | \$512,592                  | \$1,037,867                      | \$0                | \$0                | \$0        | \$0        | \$1,578,390            |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$4,418,333                      | \$4,418,333        | \$4,418,334        | \$0        | \$0        | \$13,255,000           |
| <b>Total Project Expenditures</b>      | <b>\$1,090,090</b>   | <b>\$227,542</b>    | <b>\$697,151</b>           | <b>\$5,665,396</b>               | <b>\$4,418,333</b> | <b>\$4,418,334</b> | <b>\$0</b> | <b>\$0</b> | <b>\$16,516,846</b>    |

**Clackamas County Prospectus**  
**Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320350  
**Project Name:** STAFFORD RD (PATTULO WY TO ROSEMONT RD) IMP  
**Project Location:** Stafford Rd from Pattulo Wy to Rosemont Rd  
**Map No:** 52

**Program:** 30202052-CRF Congestion Relief Pr  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 215-300305 (Community Road Fund  
**Current Status:** ACTIVE

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320351  
**Project Name:** AMISIGGER RD @ OR224 INTERSECTION IMP  
**Project Location:** Amisigger Rd at OR224  
**Map No:**

**Program:** 30202052-CRF Congestion Relief Pr  
**Project Manager(s):** Michael Ward  
**Budgeted in Dept:** 215-300305 (Community Road Fund  
**Current Status:** ACTIVE

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

The intersection of SE Amisigger Rd and OR224 (Clackamas Hwy) is a T-intersection that experiences high volumes of traffic. SE Amisigger Rd is stop-controlled and OR224 is uncontrolled. The intersection is located east of Barton in a rural area. The project will add southbound and eastbound left-turn lanes and westbound right-turn lane. A traffic signal will also be added to the intersection.

**Project Justification:**

Traffic attempting to turn east or west from SE Amisigger Rd onto OR224 experience long wait times during peak traffic periods. This project will improve operations and safety at the subject intersection.

**Impact on Operating Budget:**

Preliminary level cost estimates are substantially higher than scoping level estimates, requiring more funds from CRF.

**Environmental Impacts:**

Limited environmental impacts are expected. An ODOT environmental study will be required. Additional environmental permit requirements will be determined during design.

**Changes Since Last Plan:**

Costs updated to reflect preliminary construction cost estimates.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jun-20 | May-23       | Apr-24       |
| End Date          |          | Dec-23 | Feb-24       | Jun-25       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                    |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25            | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                    |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                    |            |            |            |                        |
| Community Road Fund (CRF)              | \$50,807             | \$74,307            | \$370,586                  | \$825,000                        | \$4,080,000        | \$0        | \$0        | \$0        | \$5,400,700            |
| <b>Total Project Revenues</b>          | <b>\$50,807</b>      | <b>\$74,307</b>     | <b>\$370,586</b>           | <b>\$825,000</b>                 | <b>\$4,080,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,400,700</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                    |            |            |            |                        |
| 1 - Planning                           | \$1,141              | \$0                 | \$0                        | \$0                              | \$0                | \$0        | \$0        | \$0        | \$1,141                |
| 2 - Design                             | \$49,551             | \$120,672           | \$324,221                  | \$150,000                        | \$0                | \$0        | \$0        | \$0        | \$644,444              |
| 3 - Right of Way                       | \$0                  | \$0                 | \$0                        | \$210,000                        | \$0                | \$0        | \$0        | \$0        | \$210,000              |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$465,000                        | \$4,080,000        | \$0        | \$0        | \$0        | \$4,545,000            |
| 6 - Outreach                           | \$115                | \$0                 | \$0                        | \$0                              | \$0                | \$0        | \$0        | \$0        | \$115                  |
| <b>Total Project Expenditures</b>      | <b>\$50,807</b>      | <b>\$120,672</b>    | <b>\$324,221</b>           | <b>\$825,000</b>                 | <b>\$4,080,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,400,700</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300320355  
**Project Name:** SE JOHNSON CREEK BLVD 79TH PL - 82ND AVE  
**Project Location:** Johnson Creek Blvd from 79th Pl to 80th Ave  
**Map No:**

**Program:** 30202052-CRF Congestion Relief Pr  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 215-300305 (Community Road Fund  
**Current Status:** ACTIVE

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

The location of SE Johnson Creek Blvd and SE 80th Ave is a top SPIS site in the County. The primary crash cause for this location is Failure to Yield with a majority of the crashes being angle crashes. The intersection of Johnson Creek Blvd and 79th Pl meets traffic signal warrants, and a proposed development will increase traffic on 79th Pl, which further adds to the need for a signal at the intersection of Johnson Creek Blvd and 79th Pl.

**Project Justification:**

For years, a signalized intersection has been identified as a potential solution for this area. SE 80th Ave is too close to 82nd Dr to have a signal. The proposed solution is to put a signal at 79th Pl. This signal will provide a safer environment for individuals exiting Fred Meyer to make a left onto Johnson Creek Blvd and provide a signalized intersection for pedestrians to cross. The project will also install a median on Johnson Creek Blvd, thus allowing right-in and right-out only movements from 80th Pl and the additional Fred Meyer entrance, which will further improve safety.

**Impact on Operating Budget:**

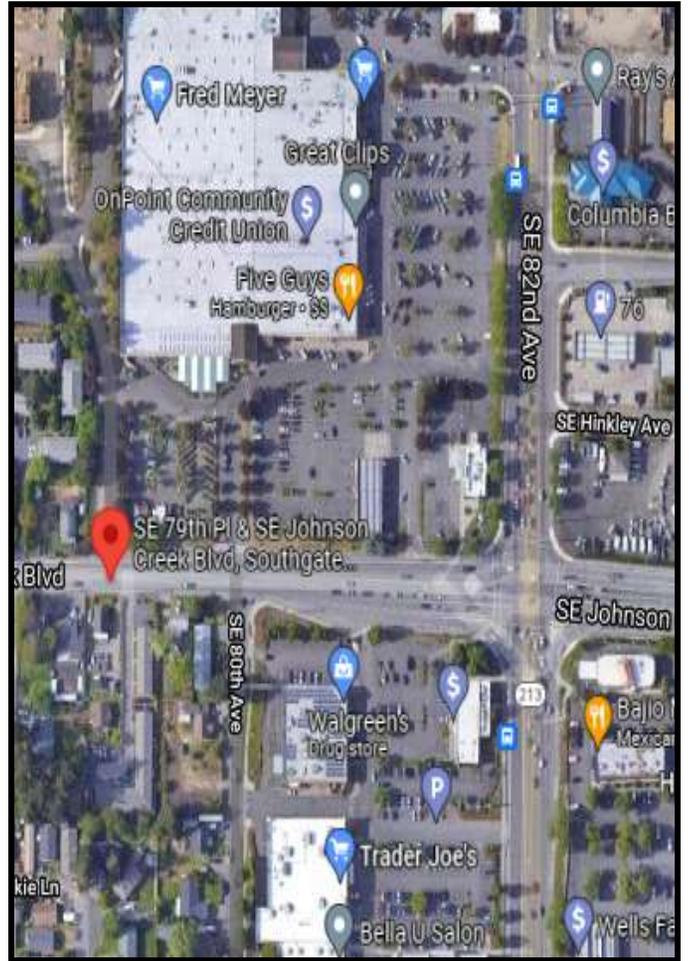
Contributions from Heriloom Apartments has been withdrawn. Multi funding from CCDAG, Federal Funds through Metro, CRF, and HB 2017. Federal funds are limited to \$1,460,436.50.

**Environmental Impacts:**

Limited environmental impacts are expected. Environmental permit requirements will be determined during design, and will follow state requirements.

**Changes Since Last Plan:**

Updated construction cost estimate based on cost estimate received for the 60% design submittal. Updated ROW and construction schedules.



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| Start Date               |          | Mar-21 | May-23       | May-24       |
| End Date                 |          | Mar-24 | Mar-24       | Oct-25       |

| <b>Project Budget:</b><br><i>Actuals recorded thru 3.20.2023</i> | <b>Actuals Thru 6/30/22</b> | <b>FY22-23 YTD Actuals</b> | <b>FY22-23 Recd/Exp Remaining</b> | <b>Estimated Project Revenues/Costs</b> |                    |                  |                |                 | <b>Total Project Estimate</b> |
|--|-----------------------------|----------------------------|-----------------------------------|---|--------------------|------------------|----------------|-----------------|-------------------------------|
|  |                             |                            |                                   | <b>2023/24</b>                          | <b>2024/25</b>     | <b>2025/26</b>   | <b>2026/27</b> | <b>2027/28+</b> |                               |
| <b>Revenues:</b>   |                             |                            |                                   |   |                    |                  |                |                 |                               |
| Capital Contributions  | \$0                         | \$0                        | \$0                               | \$280,000                               | \$312,033          | \$250,000        | \$0            | \$0             | \$842,033                     |
| Community Road Fund (CRF)  | \$18,093                    | \$0                        | \$0                               | \$122,500                               | \$92,970           | \$350,000        | \$0            | \$0             | \$583,563                     |
| Road Fund  | \$186,695                   | \$9,749                    | \$26,906                          | \$107,322                               | \$0                | \$0              | \$0            | \$0             | \$330,672                     |
| State Revenue  | \$0                         | \$0                        | \$320,261                         | \$545,179                               | \$594,997          | \$0              | \$0            | \$0             | \$1,460,436                   |
| <b>Total Project Revenues</b>                                    | <b>\$204,789</b>            | <b>\$119,613</b>           | <b>\$237,303</b>                  | <b>\$1,055,000</b>                      | <b>\$1,000,000</b> | <b>\$600,000</b> | <b>\$0</b>     | <b>\$0</b>      | <b>\$3,216,705</b>            |
| <b>Expenditures:</b>   |                             |                            |                                   |   |                    |                  |                |                 |                               |
| 1 - Planning   | \$0                         | \$631                      | (\$631)                           | \$0                                     | \$0                | \$0              | \$0            | \$0             | \$0                           |
| 2 - Design   | \$204,789                   | \$146,928                  | \$59,988                          | \$45,000                                | \$0                | \$0              | \$0            | \$0             | \$456,705                     |
| 3 - Right of Way   | \$0                         | \$0                        | \$150,000                         | \$660,000                               | \$0                | \$0              | \$0            | \$0             | \$810,000                     |
| 4 - Construction   | \$0                         | \$0                        | \$0                               | \$350,000                               | \$1,000,000        | \$600,000        | \$0            | \$0             | \$1,950,000                   |
| <b>Total Project Expenditures</b>                                | <b>\$204,789</b>            | <b>\$147,559</b>           | <b>\$209,357</b>                  | <b>\$1,055,000</b>                      | <b>\$1,000,000</b> | <b>\$600,000</b> | <b>\$0</b>     | <b>\$0</b>      | <b>\$3,216,705</b>            |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**COMPLETED**

**Project Number:** 300320360  
**Project Name:** JOHNSON CREEK BLVD @ LINWOOD AVE SAFETY IMPROVE  
**Project Location:** SE Johnson Creek Blvd at SE Linwood Ave  
**Map No:**

**Program:** 30202053-CRF Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** COMPLETED

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

This project is identified in the Clackamas County Community Road Fund Safety Project list. The scope of this project is to address safety at the signalized intersection by implementing the following: A. Add bike signal and bike detection. B. Add 2" reflective backplate strip for all signal heads to make signal more visible. C. Improve dilemma zone protection for major approaches by adding special radar detection system. D. Add signal ahead signs with street name rider. E. ADA improvements, if necessary.

**Project Justification:**

This project will help ensure safe and healthy communities by improving roadway safety with proposed crash reduction countermeasures. 2015-17 SPIS # 50.

**Impact on Operating Budget:**

Total project estimate will be funded by the Community Road Fund.

**Environmental Impacts:**

If there is ADA sidewalk trigger, some minor erosion control work will be required.

**Changes Since Last Plan:**

Complete



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jan-20 |              | Feb-20       |
| End Date          |          | Jun-21 |              | Dec-21       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$74,429             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$74,429               |
| <b>Total Project Revenues</b>          | <b>\$74,429</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$74,429</b>        |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$7,439              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$7,439                |
| 4 - Construction                       | \$66,990             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$66,990               |
| <b>Total Project Expenditures</b>      | <b>\$74,429</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$74,429</b>        |

**Project Number:** 300320365  
**Project Name:** JOHNSON CREEK BLVD @ BELL AVE SAFETY IMPROVEMEN  
**Project Location:** SE Johnson Creek Blvd at SE Bell Ave  
**Map No:**

**Program:** 30202053-CRF Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** COMPLETED

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

This project is identified in the Clackamas County Community Road Fund Safety Project list. The scope of this project is to address safety at the signalized intersection by implementing the following: A. Replace existing 5-section "dog-house" signal head with 4-section flashing arrow signal head. B. Upgrade all existing 8" signal heads to 12" signal heads. C. Add 2" reflective backplate strip for all signal heads to make signal more visible. D. Add signal ahead signs with street name rider.

**Project Justification:**

This project will help ensure safe and healthy communities by improving roadway safety with proposed crash reduction countermeasures.

**Impact on Operating Budget:**

Total project will be funded by the Community Road Fund. Since all of the improvements will be designed and installed at various project phases, design and construction phases will overlap. All of the safety improvements will be designed in-house by engineering staff and installed by County signal maintenance crew.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Complete



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jan-20 |              | Feb-20       |
| End Date          |          | Jun-21 |              | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Road Fund (CRF)              | \$86,420             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$86,420               |
| <b>Total Project Revenues</b>          | <b>\$86,420</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$86,420</b>        |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$7,789              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$7,789                |
| 4 - Construction                       | \$78,631             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$78,631               |
| <b>Total Project Expenditures</b>      | <b>\$86,420</b>      | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$86,420</b>        |

|                          |   |                            |                                   |
|--------------------------|---|----------------------------|-----------------------------------|
| <b>Project Number:</b>   | 300321306   | <b>Program:</b>            | 30202052-CRF Congestion Relief Pr |
| <b>Project Name:</b>     | ARNDT ROAD EXTENSION - GOAL EXCEPTION & ENGINEERI               | <b>Project Manager(s):</b> | Stephen Williams                  |
| <b>Project Location:</b> | I-5 / Canby area including Arndt Rd, Barlow Rd, OR 99E, Berg Pa | <b>Budgeted in Dept:</b>   | 215-300305 (Community Road Fund   |
| <b>Map No:</b>           | D2 & D3   | <b>Current Status:</b>     | COMPLETED                         |

**Date of Last Revision:** Jan-22

**Project Description/Scope:**

- 1) Intersection of Arndt Rd and Barlow Road
  - a) Collect traffic volume data for all traffic movements in intersection
  - b) Analyze existing intersection traffic operations
  - c) Prepare intersection traffic forecasts for 2045
  - d) Prepare and analyze alternative intersection concepts
  - e) Conduct public engagement
  - f) Identify preferred intersection improvement concepts
  - g) Prepare preliminary engineering designs for intersection improvements
  - h) Forecast year in which traffic demand will exceed intersection capacity with proposed improvements
  
- 2) Intersection of OR 99E and Barlow Road
  - a) Collect traffic volume data for all traffic movements in intersection
  - b) Analyze existing intersection traffic operations
  - c) Prepare intersection traffic forecasts for 2045
  - d) Prepare and analyze alternative intersection concepts
  - e) Conduct public engagement
  - f) Consult with Oregon Department of Transportation
  - g) Identify preferred intersection improvement concepts
  - h) Prepare preliminary engineering designs for intersection improvements
  - i) Forecast year in which traffic demand will exceed intersection capacity with proposed improvements
  
- 3) Concepts for Extension of Arndt Rd from Barlow Rd/Arndt Rd intersection
  - a) Collect traffic volume data for Arndt Rd, Barlow Rd and OR 99E
  - b) Prepare 2045 traffic forecasts for Arndt Rd, Barlow Rd and OR 99E
  - c) Identify improvement concepts with capacity to serve 20 year traffic demand
  - d) Use regional travel demand model to analyze impact of tolling I-205 Abernethy Bridge
  - e) Conduct public engagement
  - f) Identify land use requirements, such as a goal exception(s) for each alternative
  - g) Prepare Goal Exception, if necessary, and secure approval through county
  - h) Submit Goal Exception to DLCD and secure state approval.



**Project Justification:**

The Arndt Road extension has been a priority for the Board of County Commissions for many years and improvements to the Barlow Rd/Arndt Rd intersection and the OR 99E/Barlow Road intersection were identified as a priority for CRF funding. This project will develop concepts and as necessary Goal Exceptions for the three proposed improvements

**Impact on Operating Budget:**

Community Road Funds are required for this project. 82% SDC's

**Environmental Impacts:**

Limited environmental impacts are expected. Environmental permit requirements will be determined during scoping efforts.

**Changes Since Last Plan:**

Project Completed.

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date | Jul-21   |        |              |              |
| End Date   | Jun-22   |        |              |              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**COMPLETED**

|                          |   |                            |                                   |
|--------------------------|---|----------------------------|-----------------------------------|
| <b>Project Number:</b>   | 300321306   | <b>Program:</b>            | 30202052-CRF Congestion Relief Pr |
| <b>Project Name:</b>     | ARNDT ROAD EXTENSION - GOAL EXCEPTION & ENGINEERI               | <b>Project Manager(s):</b> | Stephen Williams                  |
| <b>Project Location:</b> | I-5 / Canby area including Arndt Rd, Barlow Rd, OR 99E, Berg Pa | <b>Budgeted in Dept:</b>   | 215-300305 (Community Road Fund   |
| <b>Map No:</b>           | D2 & D3   | <b>Current Status:</b>     | COMPLETED                         |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Community Road Fund (CRF)              | \$167,268                  | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$167,268                    |
| System Development Charge              | \$7,840                    | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$7,840                      |
| <b>Total Project Revenues</b>          | <b>\$175,108</b>           | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$175,108</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 1 - Planning                           | \$161,072                  | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$161,072                    |
| 4 - Construction                       | \$14,037                   | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$0        | \$14,037                     |
| <b>Total Project Expenditures</b>      | <b>\$175,108</b>           | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$175,108</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322301  
**Project Name:** WELCHES ROAD BIKE/PED  
**Project Location:**  
**Map No:**

**Program:** 30202052-CRF Congestion Relief Pr  
**Project Manager(s):** Michael Ward  
**Budgeted in Dept:** 215-300305 (Community Road Fund  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Widen shoulders and/or develop a multiuse path on Welches Road, with a priority between Fairway Avenue and Huckleberry Drive, and extending to US 26. Improve pedestrian crossing near Fairway Ave with advance signs and split flashing beacons. Project may involve: paved shoulders; pedestrian facilities in Welches rural center; pedestrian crossing near Stage Stop Rd; multi-use path.

**Project Justification:**

Project to provide needed safety improvements, coinciding with a need for making important elements of connectivity and enhancements to the community.

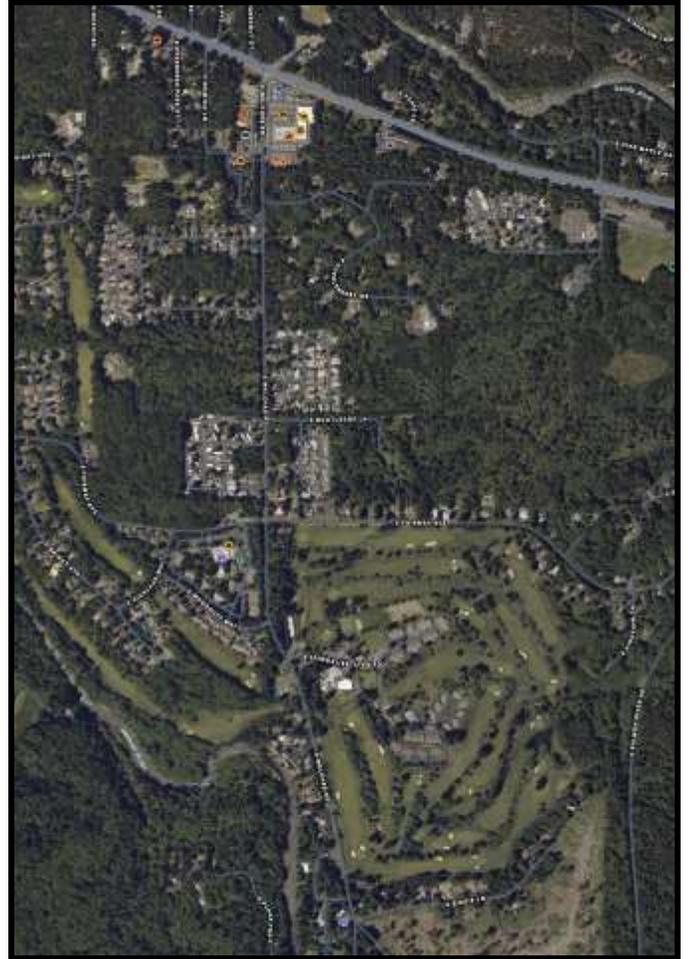
**Impact on Operating Budget:**

Project is 20% TSDC eligible. Project delayed by 1 year to accommodate existing priorities in the CRF program.

**Environmental Impacts:**

**Changes Since Last Plan:**

No Changes in December update.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-23 | Jul-24       | Jul-26       |
| End Date   |          | Jun-25 | Jun-26       | Jun-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |                    |                    |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|--------------------|--------------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26            | 2026/27            | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |                    |                    |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |                    |                    |            |                              |
| Community Road Fund (CRF)              | \$0                        | \$0                       | \$0                              | \$184,800                        | \$306,400        | \$1,168,233        | \$1,046,633        | \$0        | \$2,706,066                  |
| System Development Charge              | \$0                        | \$0                       | \$0                              | \$46,200                         | \$76,600         | \$295,058          | \$264,658          | \$0        | \$682,516                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$231,000</b>                 | <b>\$383,000</b> | <b>\$1,463,291</b> | <b>\$1,311,291</b> | <b>\$0</b> | <b>\$3,388,582</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |                    |                    |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$231,000                        | \$231,000        | \$0                | \$0                | \$0        | \$462,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$0                              | \$152,000        | \$152,000          | \$0                | \$0        | \$304,000                    |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0              | \$1,311,291        | \$1,311,291        | \$0        | \$2,622,582                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$231,000</b>                 | <b>\$383,000</b> | <b>\$1,463,291</b> | <b>\$1,311,291</b> | <b>\$0</b> | <b>\$3,388,582</b>           |

**Project Number:** 300322304  
**Project Name:** CONTRACT PAVING: THIESSEN 2 AREA PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202050-CRF Local Paving  
**Project Manager(s):** Maurice Hall  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** DISCONTINUED

**Date of Last Revision:** Jun-22

**Project Description/Scope:**

Urban contract paving package in the Thiessen area. Will pave 0.92 miles of local road, made up of:

- El Centro Way from Hill Rd to El Camino Way.
- El Centro Court from El Centro Way to the culdesac.
- La Messa Way from Hill Rd to the El Centro Way.
- Sierra Vista Drive from Thiessen Rd to the culdesac.

**Project Justification:**

The purpose of this project is to continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

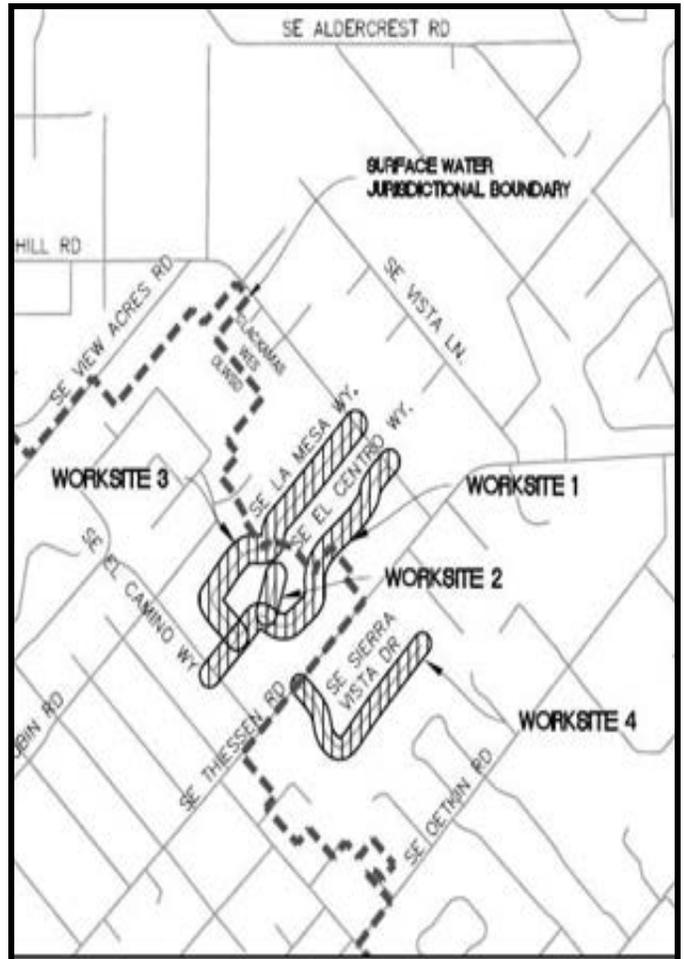
This project is being funded through the Community Road Fund.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Cancel/Delete Project



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          |        |              | Jul-22       |
| End Date          |          |        |              | Dec-22       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300323309  
**Project Name:** BORLAND - BIKE/PED TO ROLLING HILLS  
**Project Location:**  
**Map No:**

**Program:** 30202051-CRF Strategic Investment  
**Project Manager(s):** Michael Ward  
**Budgeted in Dept:** 215-300305 (Community Road Fund  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

This project is to provide sidewalks and elements of both regular and porous sections of asphalt surfacing in addition to installation of a multi-use gravel pathway and a boardwalk / pedestrian bridge at Saum Creek. The project limits are between SW Prosperity Park Road and Rolling Hills Church to the east where needed sidewalks, concrete curb and gutter, ADA curb ramps, and a rapid rectangular flashing beacon (RRFB) are being considered as part of the project's scope along its alignment.

**Project Justification:**

Project to provide needed safety improvements, coinciding with a need for making important elements of connectivity and enhancements to the community.

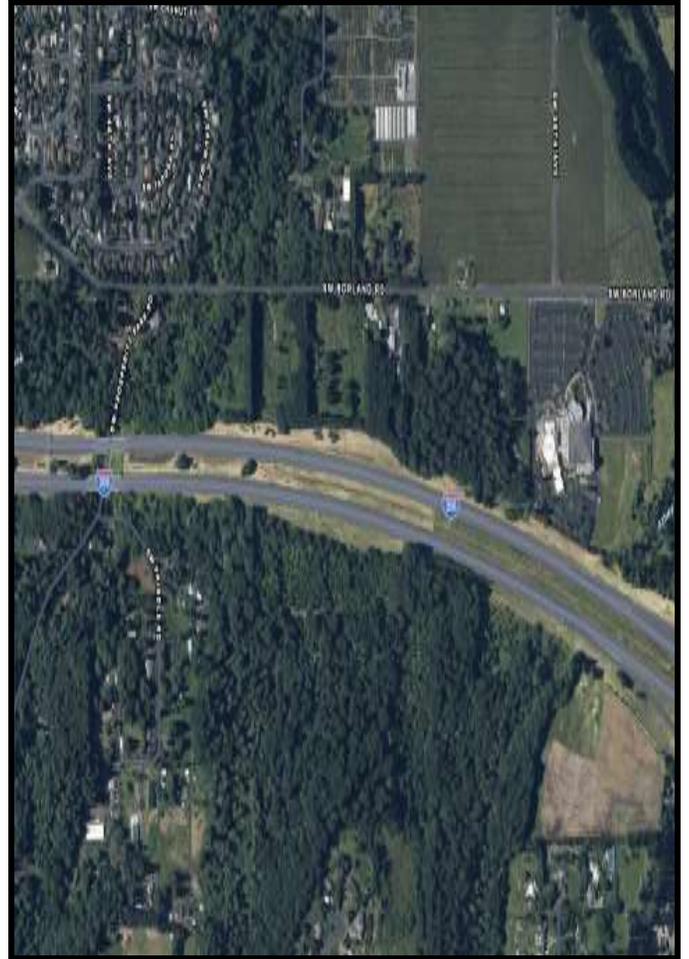
**Impact on Operating Budget:**

Increase to FY22/23 Budgets to include design and right of way expenses. Project is 30.55% TSDC eligible.

**Environmental Impacts:**

**Changes Since Last Plan:**

In order to create more accurate cost of future Design and ROW funds have been added to FY to develop a conceptual level plan and with cost estimates. No Changes to December update.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jan-23 | Apr-24       | Feb-25       |
| End Date   |          | Dec-24 | Dec-24       | Jun-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |                    |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|--------------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26            | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |                    |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |                    |            |            |                              |
| Community Road Fund (CRF)              | \$0                        | \$0                       | \$41,670                         | \$111,120                        | \$229,880        | \$1,080,000        | \$0        | \$0        | \$1,462,670                  |
| System Development Charge              | \$0                        | \$0                       | \$18,330                         | \$48,880                         | \$101,120        | \$475,200          | \$0        | \$0        | \$643,530                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$60,000</b>                  | <b>\$160,000</b>                 | <b>\$331,000</b> | <b>\$1,555,200</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,106,200</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |                    |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$60,000                         | \$150,000                        | \$75,000         | \$0                | \$0        | \$0        | \$285,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$10,000                         | \$40,000         | \$0                | \$0        | \$0        | \$50,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$216,000        | \$1,555,200        | \$0        | \$0        | \$1,771,200                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$60,000</b>                  | <b>\$160,000</b>                 | <b>\$331,000</b> | <b>\$1,555,200</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,106,200</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** CRF02  
**Project Name:** BEAR CREEK BRIDGE & MOLALLA AVE SHOULDERS  
**Project Location:**  
**Map No:**

**Program:** 30202051-CRF Strategic Investment  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

**Project Justification:**

**Impact on Operating Budget:**

Placeholder for 5-year program development. Project is 44.9% TSDC Eligible.

**Environmental Impacts:**

**Changes Since Last Plan:**

Placeholder prospectus for program development. No Changes on December update.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          |        |              | Jul-23       |
| End Date   |          |        |              | Jun-26       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |                  |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|------------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26          | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |                  |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |                  |            |            |                              |
| Community Road Fund (CRF)              | \$0                        | \$0                       | \$0                              | \$0                              | \$392,784        | \$517,275        | \$0        | \$0        | \$910,059                    |
| System Development Charge              | \$0                        | \$0                       | \$0                              | \$453,750                        | \$287,841        | \$0              | \$0        | \$0        | \$741,591                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$453,750</b>                 | <b>\$680,625</b> | <b>\$517,275</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,651,650</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |                  |            |            |                              |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$453,750                        | \$680,625        | \$517,275        | \$0        | \$0        | \$1,651,650                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$453,750</b>                 | <b>\$680,625</b> | <b>\$517,275</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,651,650</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

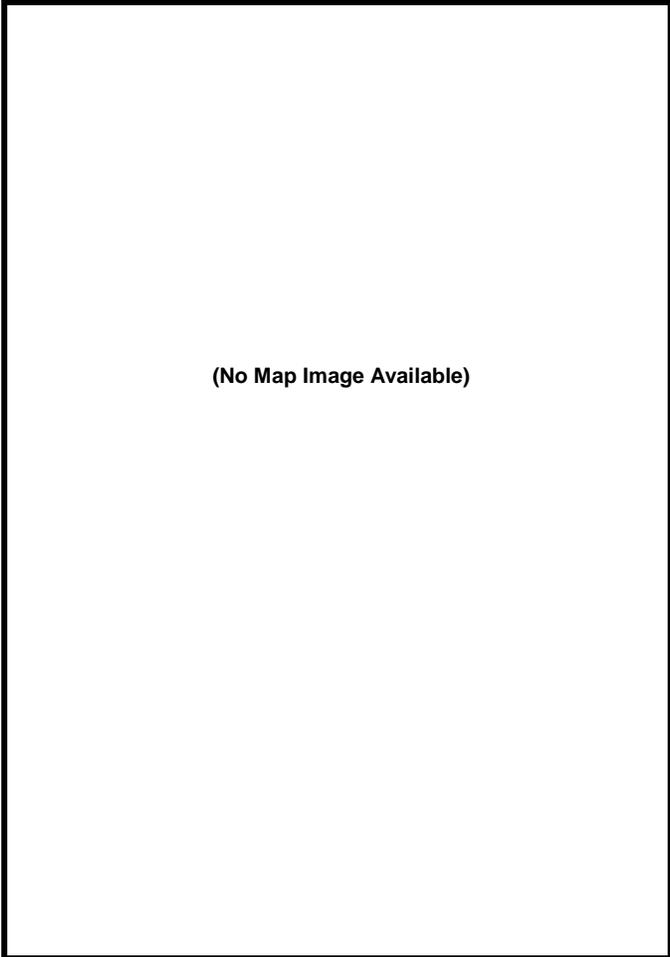
**Project Number:** CRF03  
**Project Name:** RADAR SIGN PROJECT: BEAVERCREEK & BARLOW  
**Project Location:**  
**Map No:**

**Program:** 30202053-CRF Safety Projects  
**Project Manager(s):** Ioana Cosma  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

Project consists of design and construction of 4 radar speed feedback signs at the following approximate locations (sign locations will be determined during project development/design):  
 - Beavercreek Rd, facing southbound traffic  
 - Beavercreek Rd, facing northbound traffic  
 - Barlow Rd, facing southbound traffic  
 - Barlow Rd, facing northbound traffic



**Project Justification:**

Radar speed feedback signs have measurable impact on vehicle speeds. The radar signs are expected to result in lower speeds on Barlow Rd and Beavercreek, which will reduce the frequency and severity of vehicle crashes on these high-crash corridors.

**Impact on Operating Budget:**

This project is funded by CRF-safety funds

**Environmental Impacts:**

No impact

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-23 |              | Jan-24       |
| End Date   |          | Dec-23 |              | Dec-24       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25          | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                  |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |
| Community Road Fund (CRF)              | \$0                  | \$0                 | \$0                        | \$210,000                        | \$160,000        | \$0        | \$0        | \$0        | \$370,000              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$210,000</b>                 | <b>\$160,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$370,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |
| 2 - Design                             | \$0                  | \$0                 | \$0                        | \$50,000                         | \$0              | \$0        | \$0        | \$0        | \$50,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$160,000                        | \$160,000        | \$0        | \$0        | \$0        | \$320,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$210,000</b>                 | <b>\$160,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$370,000</b>       |

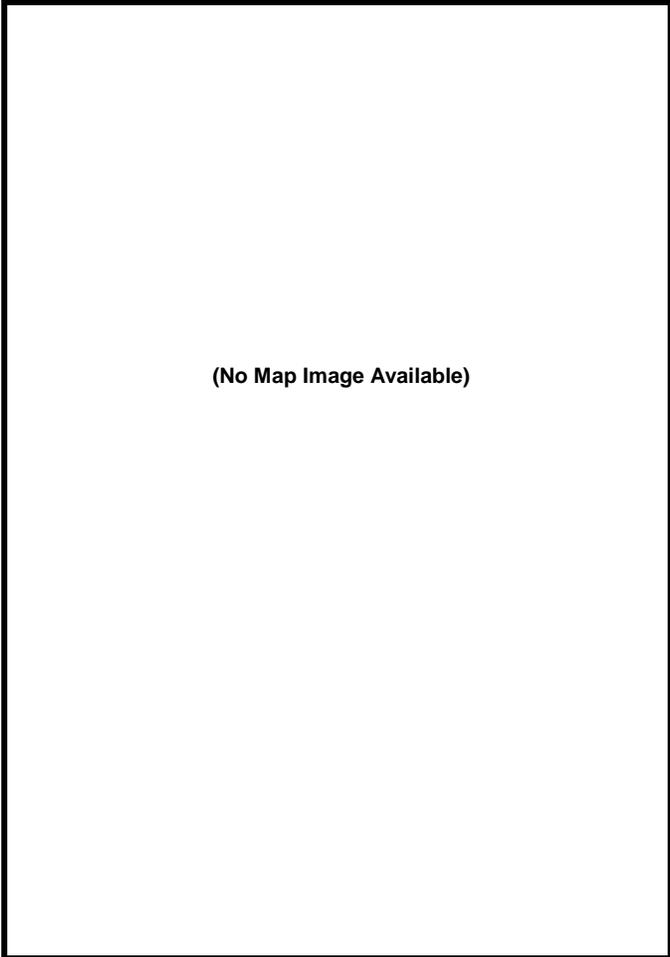
**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** CRF04  
**Project Name:** West Linn - SIF Project (TBD)  
**Project Location:**  
**Map No:**

**Program:** 30202051-CRF Strategic Investment  
**Project Manager(s):** Michael Bezner  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Oct-20

**Project Description/Scope:**  
Placeholder for future project.



**Project Justification:**

**Impact on Operating Budget:**  
Placeholder for future project to allow for 5-year program forecasting.

**Environmental Impacts:**

**Changes Since Last Plan:**

| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| Start Date               |          |        |              |              |
| End Date                 |          |        |              |              |

| <b>Project Budget:</b><br><i>Actuals recorded thru 3.20.2023</i> | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |                    | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|--------------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+           |                              |
| <b>Revenues:</b>   |                            |                           |                                  |                                  |            |            |            |                    |                              |
| Community Road Fund (CRF)  | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$1,100,000        | \$1,100,000                  |
| <b>Total Project Revenues</b>                                    | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,100,000</b> | <b>\$1,100,000</b>           |
| <b>Expenditures:</b>   |                            |                           |                                  |                                  |            |            |            |                    |                              |
| 4 - Construction   | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0        | \$1,100,000        | \$1,100,000                  |
| <b>Total Project Expenditures</b>                                | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,100,000</b> | <b>\$1,100,000</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

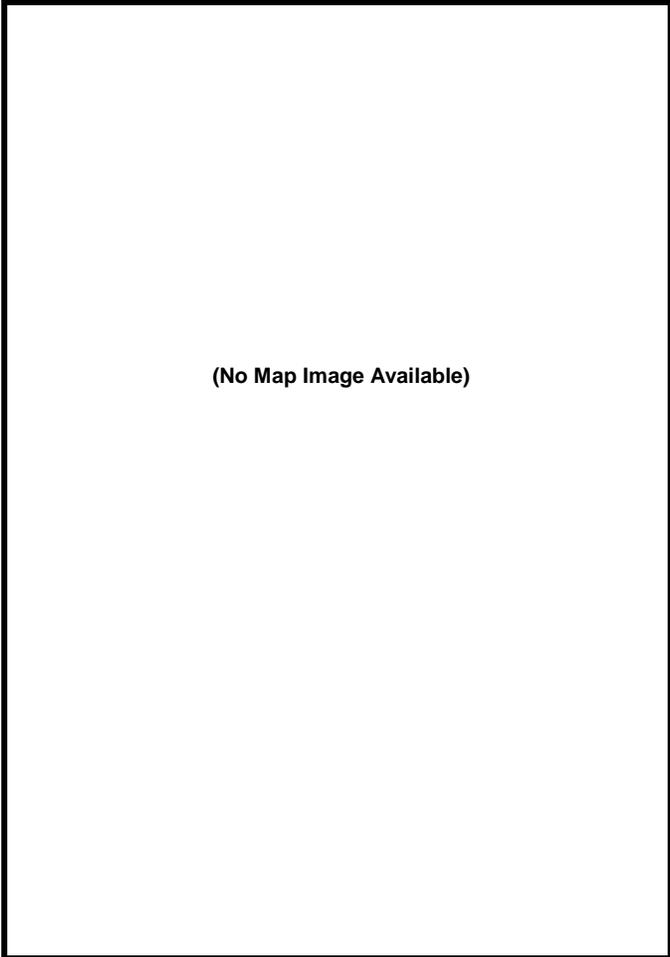
**Project Number:** CRF08  
**Project Name:** BARNARDS ROAD DELINEATORS  
**Project Location:**  
**Map No:**

**Program:** 30202053-CRF Safety Projects  
**Project Manager(s):** Joseph Marek  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

Provide delineators along 3.42 miles of Barnards Road along with 6" centerline striping to help eliminate roadway departure crashes.



**Project Justification:**

Address roadway departure crashes using a low cost countermeasure as an alternative to widening road by 4' on each side. At a cost of \$30k, estimated B/C is 30

**Impact on Operating Budget:**

There will be some additional cost for Traffic Maintenance to maintain delineators. This project is funded through CRF Safety.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

New prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-23 |              | Jan-24       |
| End Date   |          | Sep-23 |              | Mar-24       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Community Road Fund (CRF)              | \$0                        | \$0                       | \$0                              | \$40,000                         | \$0        | \$0        | \$0        | \$0        | \$40,000                     |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$40,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$40,000</b>              |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$4,000                          | \$0        | \$0        | \$0        | \$0        | \$4,000                      |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$36,000                         | \$0        | \$0        | \$0        | \$0        | \$36,000                     |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$40,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$40,000</b>              |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

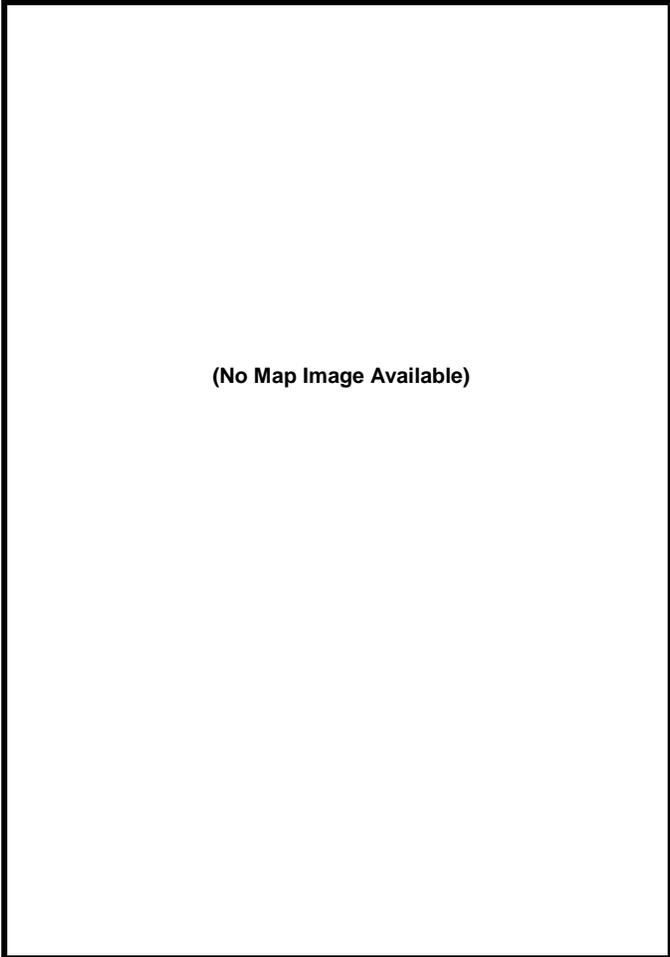
**Project Number:** CRF09  
**Project Name:** OATFELD JENNING SIGNAL REBUILD-SAFETY WORK  
**Project Location:**  
**Map No:**

**Program:** 30202053-CRF Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-23

**Project Description/Scope:**

Rebuild traffic signal, add illumination and other safety enhancements to address overrepresented crashes including broadside, night time and injury crashes



**Project Justification:**

Address traffic crashes - broadside, night time and rear end.

**Impact on Operating Budget:**

This will be funded from CRF Safety Funds.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

New Prospectus

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Aug-23 | Jan-24       | Jul-24       |
| End Date   |          | Mar-24 | Jun-24       | Feb-25       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                    |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|--------------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25            | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                    |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                    |            |            |            |                              |
| Community Road Fund (CRF)              | \$0                        | \$0                       | \$0                              | \$320,000                        | \$1,300,000        | \$0        | \$0        | \$0        | \$1,620,000                  |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$320,000</b>                 | <b>\$1,300,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,620,000</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                    |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$300,000                        | \$0                | \$0        | \$0        | \$0        | \$300,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$20,000                         | \$0                | \$0        | \$0        | \$0        | \$20,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$1,300,000        | \$0        | \$0        | \$0        | \$1,300,000                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$320,000</b>                 | <b>\$1,300,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,620,000</b>           |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** CRFJT  
**Project Name:** Community Road Fund - SIF Jurisdictional Transfers  
**Project Location:**  
**Map No:**

**Program:** 30202051-CRF Strategic Investment  
**Project Manager(s):** Michael Bezner  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-22

**Project Description/Scope:**

Transfers listed in order of programmed expenses:

- Gladstone Jurisdictional Transfer
- Canby Jurisdictional Transfer
- Milwaukie Jurisdictional Transfer
- Wilsonville Jurisdictional Transfer
- Happy Valley Jurisdictional Transfer
- Lake Oswego Jurisdictional Transfer
- Oregon City Jurisdictional Transfer

**Project Justification:**

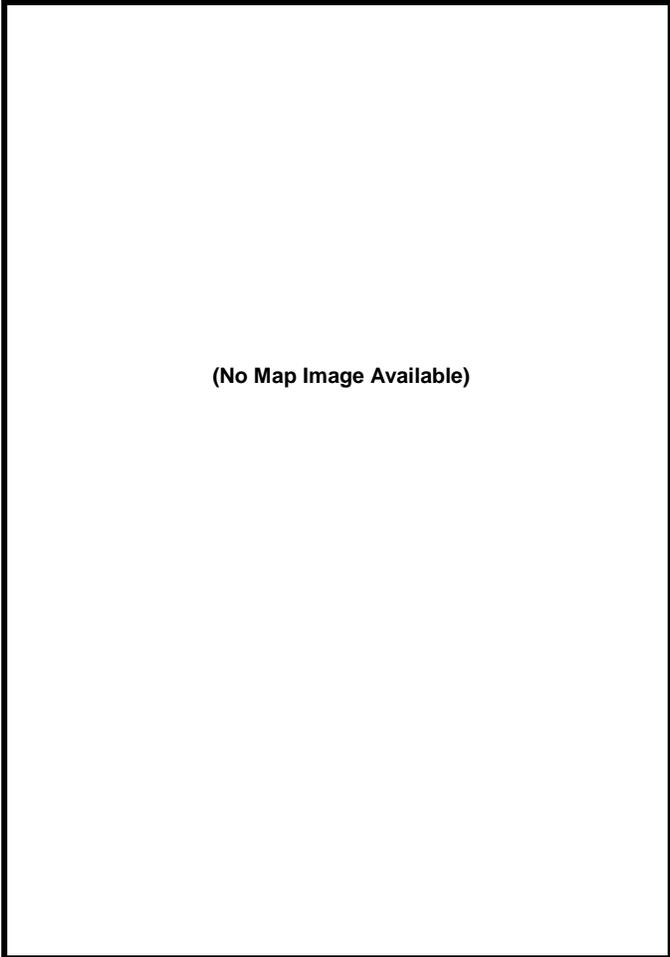
**Impact on Operating Budget:**

Planned jurisdictional transfers using Community Road Fund Strategic Investment Fund revenues.

**Environmental Impacts:**

**Changes Since Last Plan:**

Updated 20/21 actuals. Some Canby and Gladstone transfers moved to 21/22.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          |        |              |              |
| End Date   |          |        |              |              |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |                  |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|------------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25          | 2025/26          | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |                  |                  |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |                  |            |            |                              |
| Community Road Fund (CRF)              | \$159,638                  | \$0                       | \$150,000                        | \$630,000                        | \$400,000        | \$800,000        | \$0        | \$0        | \$2,139,638                  |
| <b>Total Project Revenues</b>          | <b>\$159,638</b>           | <b>\$0</b>                | <b>\$150,000</b>                 | <b>\$630,000</b>                 | <b>\$400,000</b> | <b>\$800,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,139,638</b>           |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |                  |            |            |                              |
| 6 – Special Payment                    | \$0                        | \$0                       | \$150,000                        | \$630,000                        | \$400,000        | \$800,000        | \$0        | \$0        | \$1,980,000                  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$150,000</b>                 | <b>\$630,000</b>                 | <b>\$400,000</b> | <b>\$800,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,980,000</b>           |

**Clackamas County Prospectus**  
**Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2301  
**Project Name:** CONTRACT PAVING: MULINO AIRPORT AREA PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202050-CRF Local Paving  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

Contract paving package in the Mulino Airport area. Will pave 1.7 miles of road made up of:

- Landing way from Mulino Rd to Airport Rd
- Airport Rd from mulino Rd to Landing Rd
- Fish Rd from Buff Rd to Mulino Rd
- Buff Rd from cul-de-sac to Fish Rd
- Adkins Cir from Mulino Rd to Mulino Rd

**Project Justification:**

The purpose of this project is to provide safe and efficient connections to people, employment, goods, recreation, and emergency services by maintaining the roadway pavements within the project limits.

**Impact on Operating Budget:**

This project was originally funded by Rural STP and in Program 30202121 and 215-300304. As per Bezner on 1/26/23- moving project and all funding to CRF 215-300305-30202050.

**Environmental Impacts:**

**Changes Since Last Plan:**

Updated and moved to CRF



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Dec-22 |              | Jul-23       |
| End Date          |          | Jun-23 |              | Dec-23       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Community Road Fund (CRF)              | \$0                        | \$0                       | \$109,788                        | \$798,160                        | \$0        | \$0        | \$0        | \$0        | \$907,948                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$109,788</b>                 | <b>\$798,160</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$907,948</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design                             | \$0                        | \$0                       | \$109,788                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$109,788                    |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$798,160                        | \$0        | \$0        | \$0        | \$0        | \$798,160                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$109,788</b>                 | <b>\$798,160</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$907,948</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2604  
**Project Name:** CONTRACT PAVING: MT TALBERT CRF PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202050-CRF Local Paving  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 0.9 miles of roads with asphalt. This project will pave the following roads:

- 125th Avenue from Sunnyside Road to Mather Road.
- Mather Road from 125th Avenue to address 12611.
- 126th Avenue from culdesac to address 22701.
- Huron Street from 126th Avenue to address 22499.
- 124th Place from Huron Street to address 13620.

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

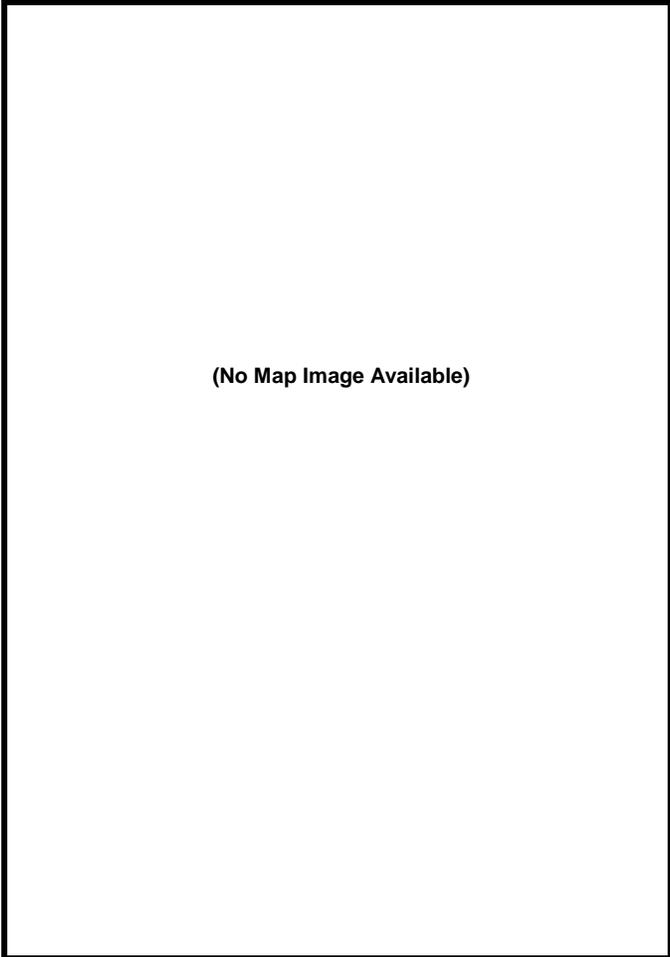
This project will be funded by community road funds.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-24 | Jan-25       | Jan-26       |
| End Date   |          | Oct-25 | Oct-25       | Dec-27       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |                 |                  | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|-----------------|------------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27         | 2027/28+         |                              |
| <i>Actuals recorded thru 3.20.2023</i> |                            |                           |                                  |                                  |            |            |                 |                  |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |                 |                  |                              |
| Community Road Fund (CRF)              | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$83,000        | \$726,174        | \$809,174                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$83,000</b> | <b>\$726,174</b> | <b>\$809,174</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |                 |                  |                              |
| 2 - Design                             | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$65,000        | \$70,000         | \$135,000                    |
| 3 - Right of Way                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$18,000        | \$16,000         | \$34,000                     |
| 4 - Construction                       | \$0                        | \$0                       | \$0                              | \$0                              | \$0        | \$0        | \$0             | \$640,174        | \$640,174                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$83,000</b> | <b>\$726,174</b> | <b>\$809,174</b>             |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** P2704  
**Project Name:** CONTRACT PAVING: ROYAL VIEW CRF PACKAGE  
**Project Location:**  
**Map No:**

**Program:** 30202050-CRF Local Paving  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300305 (Community Road Fund)  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will pave 1.6 miles of urban local roads with asphalt. This project will pave the following roads:

- 119th Avenue from Diamond Drive to dead end.
- Grand Vista Drive from 117th Avenue to 119th Avenue.
- Patsy Avenue from Roots Road to address 15840
- Landis Drive from 117th Avenue to 119th Avenue.
- Highland Loop from Highland Loop to Summers Lane.
- Meadows Lane from Highland Loop to Highland Loop.
- Terrace Drive from Highland Loop to Highland Loop.
- Summit Drive from Highland Loop to Highland Loop.
- Mountain Sun Drive from Highland Loop to Highland Loop.
- Regal Court from 119th Avenue to culdesac.
- Boyles Court from 119th Avenue to culdesac.

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

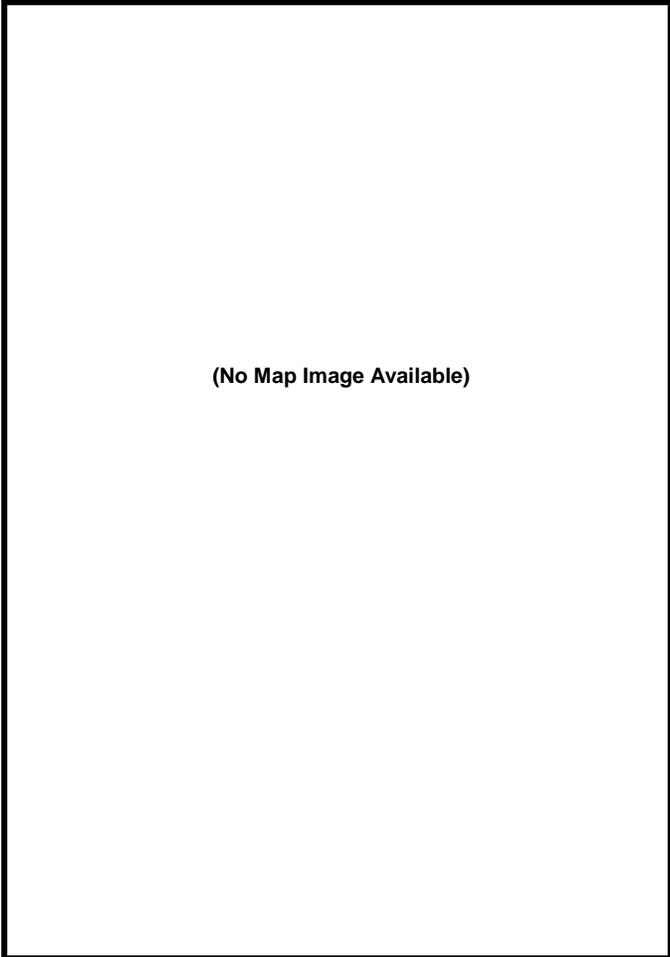
This project will be funded by Community Road Fund.

**Environmental Impacts:**

NA

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Jul-25 | Jan-26       | Jan-27       |
| End Date   |          | Oct-26 | Oct-26       | Dec-27       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |                  |                  |                  | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------------|------------------|------------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26          | 2026/27          | 2027/28+         |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |                  |                  |                  |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |                  |                  |                  |                        |
| Community Road Fund (CRF)              | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$132,000        | \$299,000        | \$931,288        | \$1,362,288            |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$132,000</b> | <b>\$299,000</b> | <b>\$931,288</b> | <b>\$1,362,288</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |                  |                  |                  |                        |
| 2 - Design                             | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$104,000        | \$104,000        | \$0              | \$208,000              |
| 3 - Right of Way                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$28,000         | \$28,000         | \$0              | \$56,000               |
| 4 - Construction                       | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$0              | \$167,000        | \$931,288        | \$1,098,288            |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$132,000</b> | <b>\$299,000</b> | <b>\$931,288</b> | <b>\$1,362,288</b>     |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300319344  
**Project Name:** 242ND/BORGES REALIGNMENT  
**Project Location:** SE 242nd Ave and SE Borges Rd  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Michael Ward  
**Budgeted in Dept:** 215-300306 (Damascus Roads)  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

The project will develop plans for a 2" overlay of the intersection, with efforts to improve the existing negative superelevation on the southbound traffic, and installing safety measures intended to reduce crashes at the intersection. Additionally, the project will study alternative alignments for the location of the intersection as the area develops which will be included in a future update of the Transportation System Plan

**Project Justification:**

The intersection has a number of crashes, which may be correlated with the skewed degree of the intersection and the limited sight distance.

**Impact on Operating Budget:**

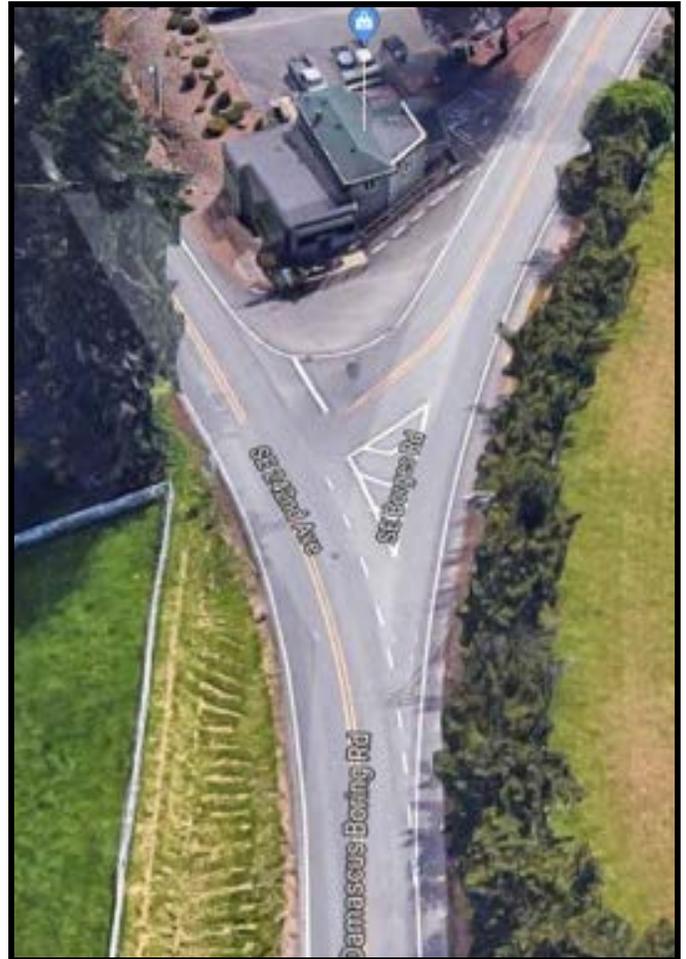
Right of way acquisition is not expected for the overlay project. Additionally, to accommodate funding restraints, the project construction window is being moved to later years.

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Project is being bid this Spring with construction scheduled in Summer 2023.



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Sep-19 | Mar-19       | May-23       |
| End Date   |          | Mar-21 | Jun-19       | Oct-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$151,786            | \$863               | \$139,137                  | \$300,000                        | \$0        | \$0        | \$0        | \$0        | \$591,786              |
| <b>Total Project Revenues</b>          | <b>\$151,786</b>     | <b>\$863</b>        | <b>\$139,137</b>           | <b>\$300,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$591,786</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1 - Planning                           | \$0                  | \$863               | (\$863)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    |
| 2 - Design                             | \$146,328            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$146,328              |
| 3 - Right of Way                       | \$1,608              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,608                |
| 4 - Construction                       | \$3,850              | \$537               | \$139,463                  | \$300,000                        | \$0        | \$0        | \$0        | \$0        | \$443,850              |
| <b>Total Project Expenditures</b>      | <b>\$151,786</b>     | <b>\$1,400</b>      | <b>\$138,600</b>           | <b>\$300,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$591,786</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300321301  
**Project Name:** RUGG Rd LANDSLIDE, MP 0.70  
**Project Location:** Approximately 800 Feet South of Hideaway Ct  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 215-300306 (Damascus Roads)  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

The downhill slope adjacent to Rugg Road, approximately 800 feet south of Hideaway Court, collapsed in the winter of 2020/21. The remaining slope is being temporarily protected from additional sliding and erosion with plastic sheeting, but a permanent stabilization measure is required. The permanent stabilization measure is expected to be a soldier pile or soil nail retaining wall.

**Project Justification:**

The existing downhill slope of Rugg Road collapsed during the winter of 2020/21 and needs to be permanently stabilized. If not stabilized, additional deterioration of the slope could undermine Rugg Road. A temporary stabilization measure of plastic sheeting was placed but a permanent stabilization measure such as a retaining wall is required.

**Impact on Operating Budget:**

The project will be funded by Damascus Road Funds.

**Environmental Impacts:**

No environmental impacts are expected with construction of a soldier pile or soil nail retaining wall.

**Changes Since Last Plan:**

Design is completed March of 2022  
 Project delayed in 2022 due to funding priorities. Tentatively to bid spring of 2023 combined with Hideaway Ct culvert replacement 800' away. Updated schedule and pushed out construction 1 year.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Mar-21 |              | May-23       |
| End Date          |          | Mar-22 |              | Oct-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$79,831             | \$761               | \$499,239                  | \$350,000                        | \$0        | \$0        | \$0        | \$0        | \$929,831              |
| <b>Total Project Revenues</b>          | <b>\$79,831</b>      | <b>\$761</b>        | <b>\$499,239</b>           | <b>\$350,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$929,831</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$68,612             | \$761               | (\$761)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$68,612               |
| 4 - Construction                       | \$11,219             | \$0                 | \$500,000                  | \$350,000                        | \$0        | \$0        | \$0        | \$0        | \$861,219              |
| <b>Total Project Expenditures</b>      | <b>\$79,831</b>      | <b>\$761</b>        | <b>\$499,239</b>           | <b>\$350,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$929,831</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300321304  
**Project Name:** JOHNSON CREEK TRIBUTARY (HIDEAWAY CT) CULVERT RE  
**Project Location:** Hideaway Court @ Johnson Creek Tributary  
**Map No:**

**Program:** 30202105-Bridge Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 215-300306 (Damascus Roads)  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

The existing 78-inch diameter culvert under Hideaway Court conveying a tributary to Johnson Creek was severely damaged in the winter of 2020/21. A temporary bridge was constructed by Transportation Maintenance and the culvert needs to be replaced. The culvert will be replaced with a larger sized, fish-friendly corrugated metal culvert, multi-plate culvert, or three-sided box culvert.

**Project Justification:**

The existing culvert was damaged by large trees during the winter of 2020/21 and needs to be replaced. The damaged culvert is a barrier to access to 14 residents at the end of Hideaway Court. A temporary bridge borrowed from ODOT was constructed by Transportation Maintenance..

**Impact on Operating Budget:**

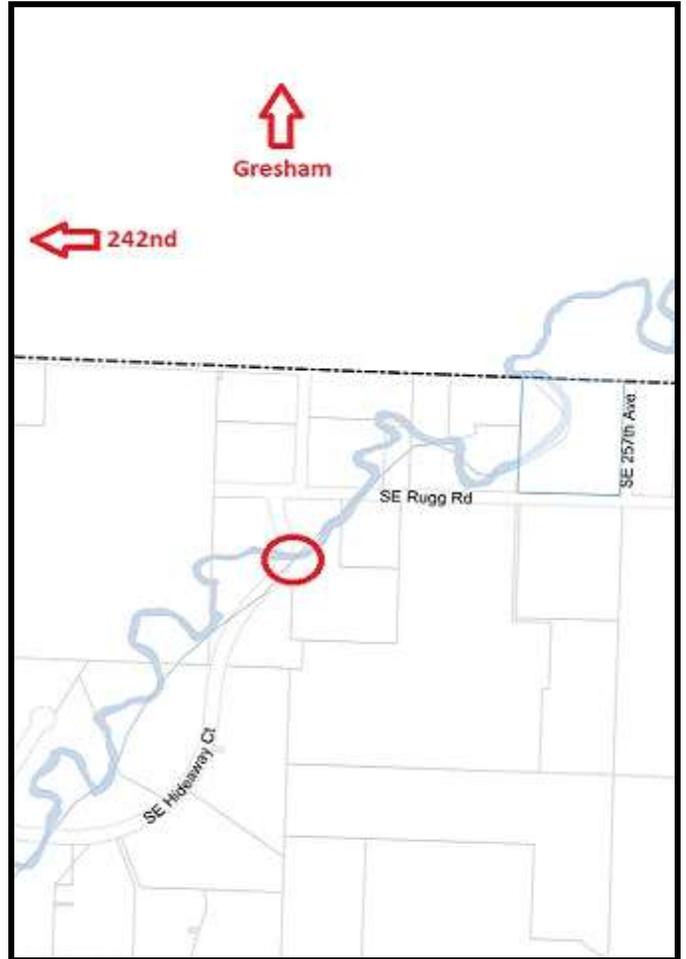
The project will be funded by Damascus Road Funds.

**Environmental Impacts:**

Environmental impacts were expected, due to the in-stream work. A Corps/DSL Joint Permit Application was submitted and approved.

**Changes Since Last Plan:**

Plans are at 60% completion, final plans and bidding documents anticipated by the end of January 2023. Construction is scheduled for summer of 2023 no change to overall budget.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Feb-21 | Jun-22       | May-23       |
| End Date          |          | Jan-23 | Mar-23       | Oct-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |                 |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|-----------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25         | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |                 |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                 |            |            |            |                        |
| Road Fund                              | \$211,665            | \$9,059             | \$166,888                  | \$535,000                        | \$12,704        | \$0        | \$0        | \$0        | \$935,316              |
| <b>Total Project Revenues</b>          | <b>\$211,665</b>     | <b>\$9,059</b>      | <b>\$166,888</b>           | <b>\$535,000</b>                 | <b>\$12,704</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$935,316</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                 |            |            |            |                        |
| 2 - Design                             | \$86,751             | \$6,019             | \$54,928                   | \$0                              | \$0             | \$0        | \$0        | \$0        | \$147,698              |
| 3 - Right of Way                       | \$1,704              | \$1,454             | \$13,546                   | \$0                              | \$0             | \$0        | \$0        | \$0        | \$16,704               |
| 4 - Construction                       | \$123,210            | \$5,328             | \$94,672                   | \$535,000                        | \$12,704        | \$0        | \$0        | \$0        | \$770,914              |
| 6 - Legal / Settlements                | \$0                  | \$155               | (\$155)                    | \$0                              | \$0             | \$0        | \$0        | \$0        | \$0                    |
| <b>Total Project Expenditures</b>      | <b>\$211,665</b>     | <b>\$12,956</b>     | <b>\$162,991</b>           | <b>\$535,000</b>                 | <b>\$12,704</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$935,316</b>       |

**Project Number:** 300321307  
**Project Name:** CONTRACT PAVING: FOSTER RD  
**Project Location:** Hwy 212 to 250 feet north of Damascus Lane (MP 0.00-0.20)  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300306 (Damascus Roads)  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will replace failing asphalt on Foster Road between mile points 0.00 and 0.20 (RD-23054).

**Project Justification:**

This project will replace failing asphalt that is starting to become a road hazard.

**Impact on Operating Budget:**

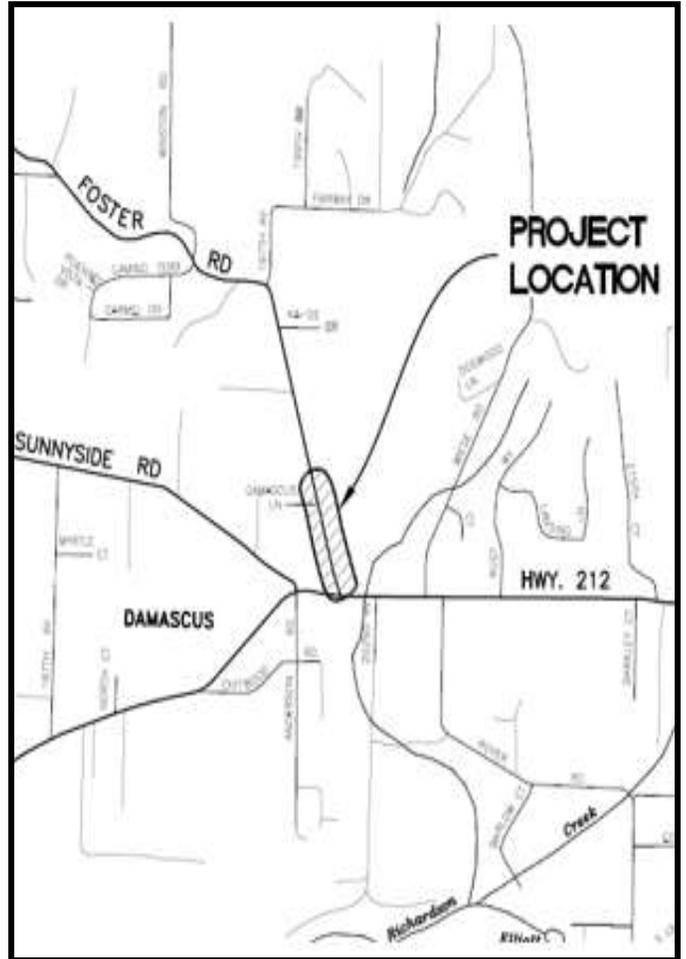
FYI: The narrative states that this project will be fund by Damascus Road Fund. The revenue below, shows funds coming from County Road Fund and HB2017. Not sure which funding source will be used to pay for this project

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Project Completed.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jun-20 |              | May-21       |
| End Date          |          | Jun-20 |              | Dec-21       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$225,189            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$225,189              |
| <b>Total Project Revenues</b>          | <b>\$225,189</b>     | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$225,189</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 4 - Construction                       | \$225,189            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$225,189              |
| <b>Total Project Expenditures</b>      | <b>\$225,189</b>     | <b>\$0</b>          | <b>\$0</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$225,189</b>       |

**Project Number:** 300321308  
**Project Name:** DAMASCUS MOBILITY PLN  
**Project Location:**  
**Map No:** A7 & A8

**Program:** 0-(No PS Service)  
**Project Manager(s):** Stephen Williams  
**Budgeted in Dept:** 215-300306 (Damascus Roads)  
**Current Status:** COMPLETED

**Date of Last Revision:** Jan-22

**Project Description/Scope:**

1. Existing Damascus Road System
2. Existing Conditions
3. Existing and Future Population and Employment
4. Future Damascus Area Traffic Demand
5. Deficiencies Anticipated in 2040
6. Focus Intersections: Sunnyside/Foster/OR 212, OR212/222nd
7. Online Public involvement on Possible Improvement Projects
8. Modeling / Analysis of Proposed Projects
9. Public involvement on Proposed Projects
10. Financial Forecast
11. Draft Damascus Mobility Plan
12. Consideration by Planning Commission
13. Consideration by Board of County Commissioners
14. Adoption and publication of Damascus Mobility Plan

**Project Justification:**

Under Oregon law the county must adopt a Transportation System Plan for its entire jurisdiction that demonstrates that sufficient transportation system capacity is available to serve existing and proposed development. Due to the unusual fashion in which Clackamas County regained responsibility for Damascus it did not have a transportation system plan in place for the Damascus area. This planning process focuses on roads and other modes (bike/pedestrian, transit) will be developed through other planning processes. Development of these plans will allow the Damascus area to be treated in a manner consistent with the remainder of the unincorporated area in the next TSP update.

**Impact on Operating Budget:**

Total budget is approximately \$250,000. Allocation of budget to line items is currently under negotiation with consultant.

**Environmental Impacts:**

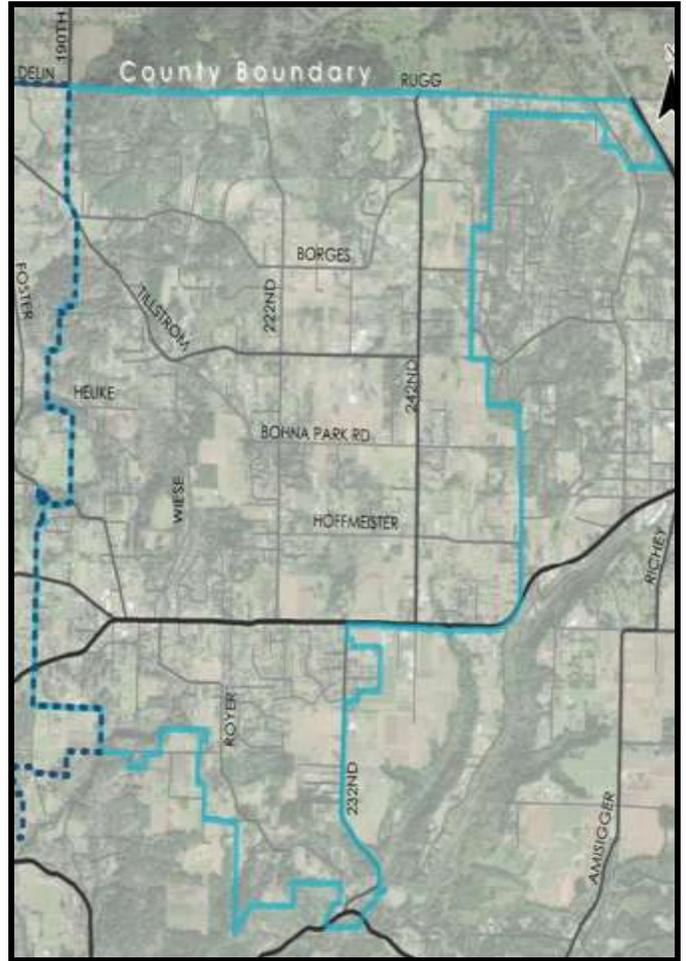
None

**Changes Since Last Plan:**

Project Completed

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date | Jan-21   |        |              |              |
| End Date   | Jul-22   |        |              |              |



| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |                  |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |                  |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| Road Fund                              | \$305,519            | \$25,259            | \$547                      | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$331,325        |
| <b>Total Project Revenues</b>          | <b>\$305,519</b>     | <b>\$25,259</b>     | <b>\$547</b>               | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$331,325</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| 1 - Planning                           | \$269,129            | \$339               | \$25,467                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$294,935        |
| 4 - Construction                       | \$36,314             | \$25,671            | (\$25,671)                 | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$36,314         |
| 6 - Outreach                           | \$66                 | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$66             |
| 6 - Outreach                           | \$9                  | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$9              |
| <b>Total Project Expenditures</b>      | <b>\$305,519</b>     | <b>\$26,009</b>     | <b>(\$203)</b>             | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$331,325</b> |

**Project Number:** 300321309  
**Project Name:** DAMASCUS RSA TIER 1 PROJECTS  
**Project Location:** SE 222nd Ave & SE 242nd Ave  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300306 (Damascus Roads)  
**Current Status:** COMPLETED

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This project will design and install safety countermeasures as recommended in the 222nd/242nd Road Safety Audit, and will consist of: (1) updated horizontal alignment warning signs; (2) basic safety upgrades at the following intersections on 222nd: OR 212, Hoffmeister Rd, Bohna Park Rd, Tillstrom Rd, and Borges Rd; and at the following intersections on 242nd: Hoffmeister Rd, Bohna Park Rd, Tillstrom Rd, Sunshine Valley Rd, and Borges Rd; (3) recessed raised pavement markers on 222nd and 242nd; (4) rumble strips on 222nd and 242nd. On approximately 30 miles of rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards. This project includes development of plans, specs & estimate, and installation of all signs.

**Project Justification:**

The safety countermeasures included in this project are expected to result in measurable reductions in fatal and serious injury crashes, which is consistent with the goal of the Transportation Safety Action Plan to eliminate serious injury and fatal crashes by 2035. Crash reduction factors for each countermeasure are listed below: Update horizontal warning signs: 16% crash reduction (road departure crashes) Basic intersection upgrades: 20%-30% crash reduction (all crash types) Rumble Strips: 12% crash reduction (all crash types)

**Impact on Operating Budget:**

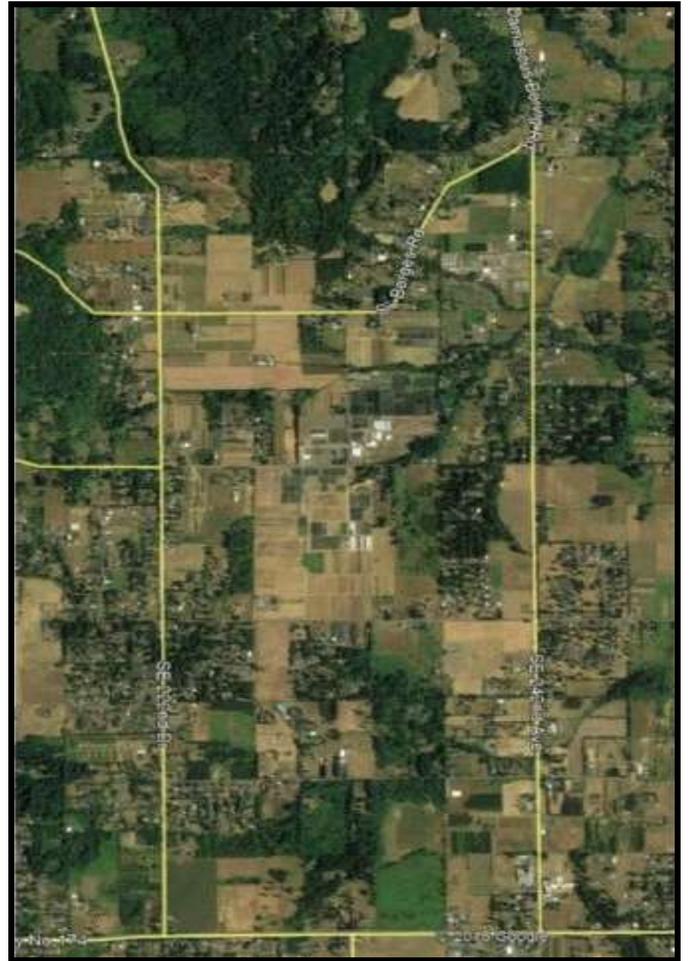
This project will be funded by Damascus Road funds.

**Environmental Impacts:**

None identified.

**Changes Since Last Plan:**

Updated project status: Now complete



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          | Jul-20 |              | May-22       |
| End Date          |          | Jun-21 |              | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$106,025            | \$423,371           | (\$65,541)                 | \$0                              | \$0        | \$0        | \$0        | \$0        | \$463,855              |
| <b>Total Project Revenues</b>          | <b>\$106,025</b>     | <b>\$423,371</b>    | <b>(\$65,541)</b>          | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$463,855</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$98,818             | \$600               | (\$600)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$98,818               |
| 4 - Construction                       | \$7,206              | \$560,742           | (\$202,912)                | \$0                              | \$0        | \$0        | \$0        | \$0        | \$365,036              |
| <b>Total Project Expenditures</b>      | <b>\$106,025</b>     | <b>\$561,343</b>    | <b>(\$203,513)</b>         | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$463,855</b>       |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** 300322343  
**Project Name:** DAMASCUS SLURRY SEAL PACKAGE  
**Project Location:** Multiple-See detailed description below  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Jon Sparks  
**Budgeted in Dept:** 215-300306 (Damascus Roads)  
**Current Status:** ACTIVE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

This is a slurry seal project. This project will place slurry seal on X miles of urban roads. This project will slurry seal the following roads:

- Regner Terrace Drive from Highway 212 to Sharon Drive
- Peggy Ann Drive from Regner Terrace Drive to Karen Court
- Karen Court from Peggy Ann Drive to dead end
- Rust Way from Highway 212 to culdesac
- Lansing Lane from Rust Way to culdesac
- Barkley Court from Highway 212 to culdesac
- Ondo Rivera Drive from 232nd Drive to culdesac
- Edward Drive from Royer Road to address 22000
- Mercer Court from 232nd Drive to culdesac
- Belmont Court from 232nd Drive to culdesac
- Heide Lane from Edward Drive to Cielo Court
- 215th Court from Highway 212 to culdesac
- Naomi Drive from Ondo Rivera Drive to dead end
- Little Lane from Royer Road to Hiede Lane
- Cielo Court from dead end to culdesac

**Project Justification:**

The purpose of this project is continue to provide a safe and efficient connection to people, employment, goods, recreation, and emergency services by maintaining the pavements within the project limits.

**Impact on Operating Budget:**

This project will be funded by Damascus funds.

**Environmental Impacts:**

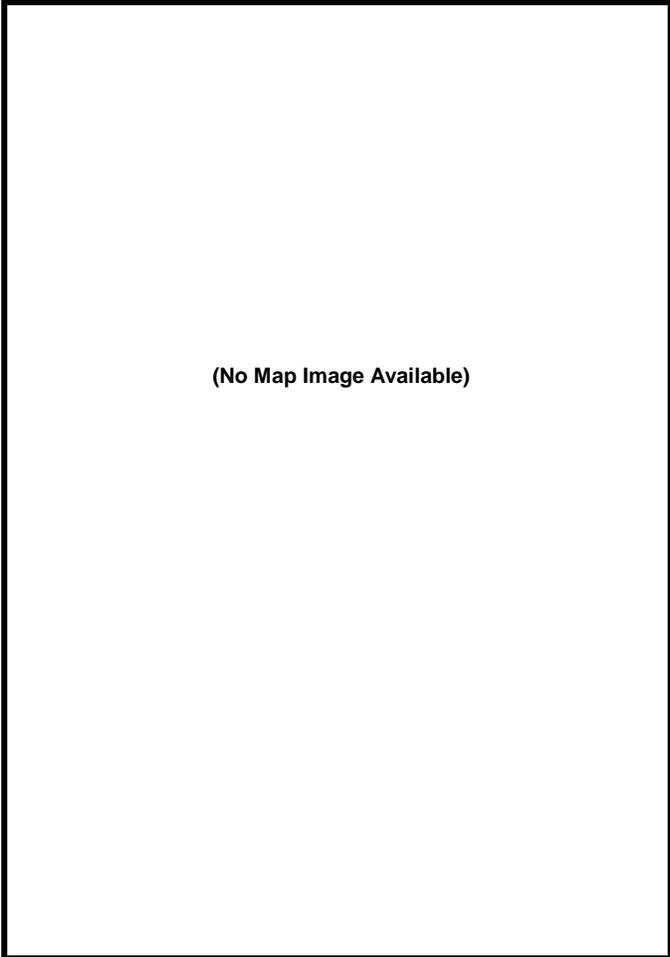
None

**Changes Since Last Plan:**

No changes for December Update

**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | May-22 |              | Apr-23       |
| End Date   |          | May-23 |              | Dec-23       |



| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |                  |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |                  |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| Road Fund                              | \$0                  | \$0                 | \$52,300                   | \$245,800                        | \$0        | \$0        | \$0        | \$0        | \$0                    | \$298,100        |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$52,300</b>            | <b>\$245,800</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$298,100</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| 2 - Design                             | \$0                  | \$0                 | \$7,000                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$7,000          |
| 4 - Construction                       | \$0                  | \$0                 | \$45,300                   | \$245,800                        | \$0        | \$0        | \$0        | \$0        | \$0                    | \$291,100        |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$52,300</b>            | <b>\$245,800</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$298,100</b> |

**Clackamas County Prospectus  
Fiscal Year 2022/23 to 2027/28**

**Project Number:** S2303  
**Project Name:** 222ND & BORGES ALL WAY STOP CONVERSION  
**Project Location:** INTERSECTION OF SE BORGES RD AND SE 222ND DR  
**Map No:**

**Program:** 30202103-Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 215-300306 (Damascus Roads)  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-23

**Project Description/Scope:**

This project will fund the design and construction of a conversion from two-way STOP control to all-way STOP control at the intersection of SE 222nd Drive and SE Borges Rd in the Damascus area. Project components consist of upgrades and/or modifications of pavement markings and signing, and eight solar powered, signpost-top flashing beacons. Each approach will have a yellow flashing light in advance of the intersection, and a red flashing light at the intersection. This project will be designed and constructed using County forces.

**Project Justification:**

In the last five years for which crash data is available (2016-2020) there were 15 intersection crashes, 11 of which were broadside crashes. Thirteen of the crashes resulted in injuries and there was one fatal crash. The frequency and severity of crashes is significantly higher than at comparable intersections. The crash history meets Draft MUTCD warrants for installation of a multi-way stop. Converting an intersection from two-way STOP control to all-way STOP control is a proven safety countermeasure that has been shown to reduce crashes by at least half.

**Impact on Operating Budget:**

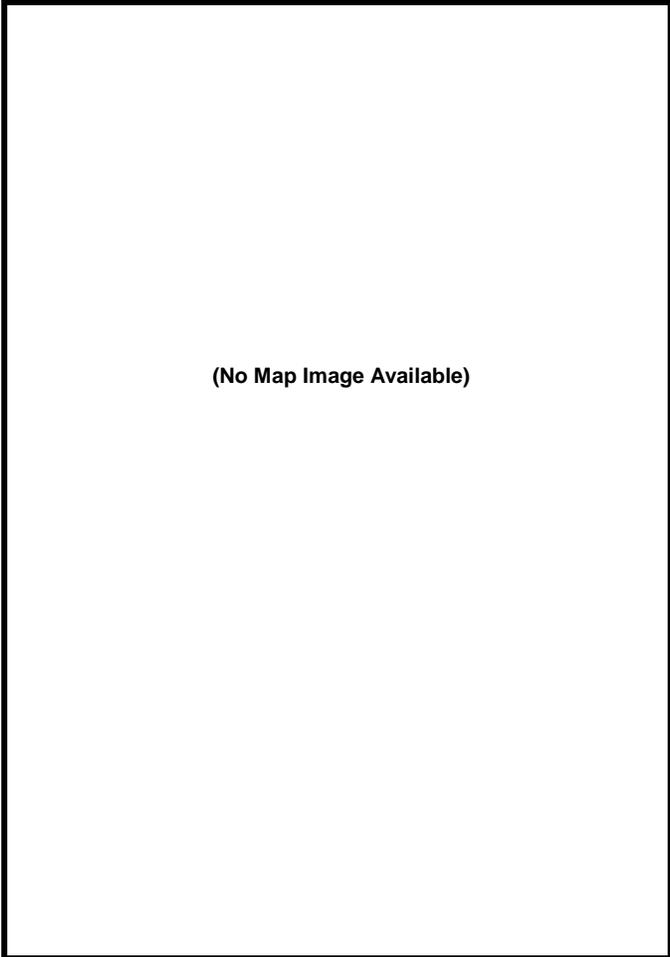
This project will be funded Damascus.

**Environmental Impacts:**

Environmental impacts will be negligible as project will consist of signing and pavement markings only.

**Changes Since Last Plan:**

New Prospectus



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| Start Date               |          | Jan-23 |              | Mar-23       |
| End Date                 |          | Feb-23 |              | Jun-23       |

| <b>Project Budget:</b><br><i>Actuals recorded thru 3.20.2023</i> | Actuals<br>Thru<br>6/30/22 | FY22-23<br>YTD<br>Actuals | FY22-23<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                              |
| <b>Revenues:</b>   |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund  | \$0                        | \$0                       | \$30,000                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$30,000                     |
| <b>Total Project Revenues</b>                                    | <b>\$0</b>                 | <b>\$0</b>                | <b>\$30,000</b>                  | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$30,000</b>              |
| <b>Expenditures:</b>   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2 - Design   | \$0                        | \$0                       | \$4,500                          | \$0                              | \$0        | \$0        | \$0        | \$0        | \$4,500                      |
| 4 - Construction   | \$0                        | \$0                       | \$25,500                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$25,500                     |
| <b>Total Project Expenditures</b>                                | <b>\$0</b>                 | <b>\$0</b>                | <b>\$30,000</b>                  | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$30,000</b>              |

**Project Number:** 300322302  
**Project Name:** PVV SCOUTERS MOUNTAIN ROUNDABOUT  
**Project Location:** 172nd Ave and Scouters Mountain Rd  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 223-300308 (HV Joint TSDC Subare  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Dec-22

**Project Description/Scope:**

Clackamas County Development Permit No. SC007619 and City of Happy Valley File No. PUD-04-16 allows the construction of the Pleasant Valley Villages Phase 2. This development permit requires the developer to construct a roundabout at the intersection of SE Scouters Mountain Road and SE 172nd Ave. The developer is required to construct the proposed roundabout per the approved construction plans and in accordance with the permit requirements, including compliance with the Clackamas County Roadway Standards.

Clackamas County is responsible for quality assurance and inspection of the roundabout construction. County staff will be utilized for construction oversight and inspection. A consultant contract will be utilized for additional construction inspection support.

**Project Justification:**

Clackamas County is responsible for quality assurance and inspection of the proposed roundabout construction. These efforts will ensure the roundabout is constructed in accordance with permit requirements and Clackamas County Roadway Standards.

**Impact on Operating Budget:**

The revenues utilized for this project are HV TSDC's. No County Road Funds will be utilized for this project.

**Environmental Impacts:**

No anticipated environmental impacts. 1200-C permit requirements will be followed for erosion and sediment control measures.

**Changes Since Last Plan:**

Project is substantially completed. Warranty bond expires Q3 2024.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date        |          |        |              | May-21       |
| End Date          |          |        |              | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| System Development Charge              | \$86,854             | \$3,423             | \$26,577                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$116,854              |
| <b>Total Project Revenues</b>          | <b>\$86,854</b>      | <b>\$3,423</b>      | <b>\$26,577</b>            | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$116,854</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 4 - Construction                       | \$86,854             | \$15,748            | \$14,252                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$116,854              |
| <b>Total Project Expenditures</b>      | <b>\$86,854</b>      | <b>\$15,748</b>     | <b>\$14,252</b>            | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$116,854</b>       |

**Project Number:** 300322306  
**Project Name:** SUNNYSIDE ROAD EB TURN LANE EXTENSION @ 169TH AV  
**Project Location:** Sunnyside Road @ 169th Ave  
**Map No:**

**Program:** 30202101-Road Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 223-300308 (HV Joint TSDC Subare  
**Current Status:** COMPLETED

**Date of Last Revision:** Mar-23

**Project Description/Scope:**

This project is an extension of the existing east bound, left hand (north) turn lane at the intersection of Sunnyside Road and 169th Ave. This will extend the queuing/storage space from 200 feet to 400 feet. Construction will involve removal of the existing median planters, installation of curb extension, minor storm system work, construction/paving of the addition lane and restriping.

**Project Justification:**

In partnership with the City of Happy Valley, Clackamas County construct an extension of the eastbound, left-hand turn lane on Sunnyside Road at 169th Ave. Recent development in this area has dramatically increased usage of 169th Ave. causing dangerous vehicular backups in the eastbound lanes of Sunnyside Road, due to the existing left turn lane being full of vehicles in the PM peak hour. Doubling the storage space and altering signal timing, should accommodate present and future movements at this intersection.

**Impact on Operating Budget:**

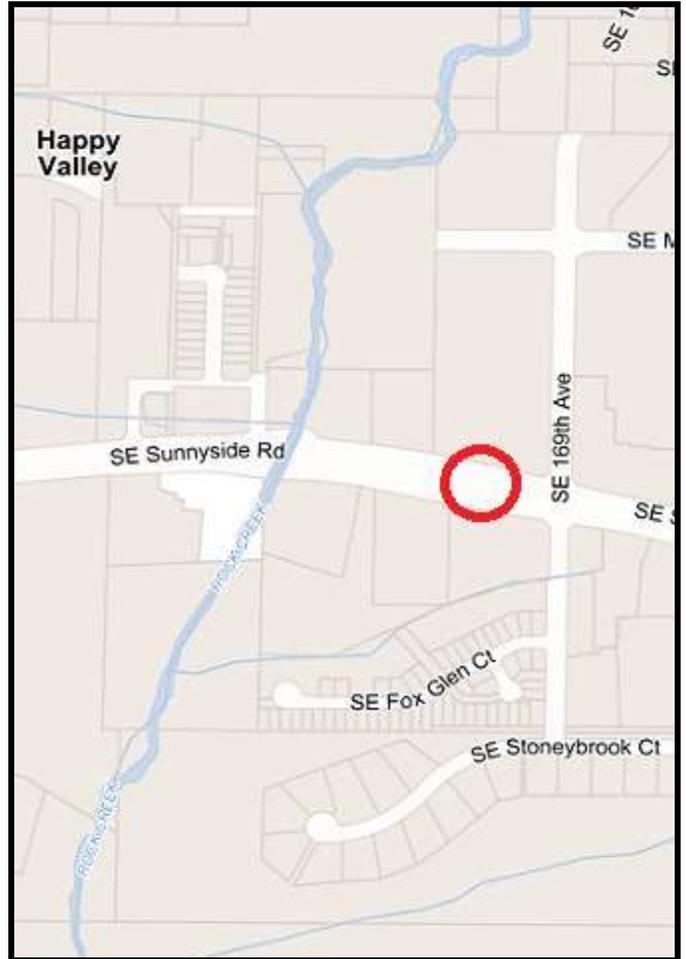
The project will be funded by a balance of Happy Valley Joint Transportation System Development Charge funds.

**Environmental Impacts:**

No additional environmental impacts or requirements for storm water treatment are anticipated as this work creates less than 5000sf of impervious surface and is already within the existing roadway treatment area.

**Changes Since Last Plan:**

Project complete with the paving of Sunnyside Rd summer of 2022. Placed in substantially completed until project closeout. Final billing completed. Close out project .



**Project Schedule:**

|            | Planning | Design | Right of Way | Construction |
|------------|----------|--------|--------------|--------------|
| Start Date |          | Dec-21 |              | May-22       |
| End Date   |          | Mar-22 |              | Jun-23       |

| Project Budget:                        | Actuals Thru 6/30/22 | FY22-23 YTD Actuals | FY22-23 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2023/24                          | 2024/25    | 2025/26    | 2026/27    | 2027/28+   |                        |
| <i>Actuals recorded thru 3.20.2023</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| System Development Charge              | \$27,201             | \$7,966             | \$181,344                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$216,510              |
| <b>Total Project Revenues</b>          | <b>\$27,201</b>      | <b>\$7,966</b>      | <b>\$181,344</b>           | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$216,510</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2 - Design                             | \$27,201             | \$1,958             | \$1                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$29,159               |
| 4 - Construction                       | \$0                  | \$187,351           | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$187,351              |
| <b>Total Project Expenditures</b>      | <b>\$27,201</b>      | <b>\$189,308</b>    | <b>\$1</b>                 | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$216,510</b>       |



June 22, 2023

BCC Agenda Date/Item: 20230622 V.B

Board of County Commissioners  
Clackamas County

**Approval of a Resolution adopting and appropriating funds for Fiscal Year 2023-24 Budget, and Imposing and Categorizing Property Tax for 2023-24. The budget is \$1,266,733,717 with appropriations totaling \$1,144,331,087. Funding is through Beginning Fund Balance, Taxes, Federal/State/Local, All Other Gifts & Donations, Charges, Fees, License, Permits, Fines, and Assessments, Revenue from Bonds & Other Debts, All Other Revenue Resources, and Other Interfund Transfers.**

|                                     |  |                           |              |
|-------------------------------------|--|---------------------------|--------------|
| <b>Previous Board Action/Review</b> | The Clackamas County Budget Committee approved the FY23-24 budget on May 24, 2023              |                           |              |
| <b>Performance Clackamas</b>        | Build public trust through good government by providing budget responsibility and transparency |                           |              |
| <b>Counsel Review</b>               | No   | <b>Procurement Review</b> | No           |
| <b>Contact Person</b>               | Elizabeth Comfort  | <b>Contact Phone</b>      | 503-742-5405 |

**EXECUTIVE SUMMARY:** The Budget Committee met on May 23-24, 2023, to accept the budget message and receive public testimony. Approval was given for: FY23-24 appropriations of \$1,144,391,844, a total budget of \$1,266,794,475, along with the imposing and categorizing of taxes for Clackamas County. The approved budget was published and noticed in accordance with Oregon Budget Law in ORS 294.

Since the budget approval on May 24, 2023, some change have been approved by the County Administrator. These changes are reflected on the next page. The attached budget resolution includes the approved budget, with the adjustments, and results in a FY23-24 appropriation of \$1,144,331,087, and a total budget of \$1,266,733,717; a net reduction from the Budget Committee approved budget of \$60,757.

**RECOMMENDATION:** Clackamas County staff recommends the Board, acting as the governing body of Clackamas County, approve a resolution for FY23-24 with appropriations of \$1,144,331,087, a total budget of \$1,266,733,717, and imposing and categorizing taxes.

For Filing Use Only

Respectfully submitted,

*Patrick Williams*

Patrick Williams on behalf of  
Elizabeth Comfort  
Director, Finance

Attachments: Resolution and Exhibit A



| Clackamas County (Excluding Districts/Agencies)   |                      |                      |                         |                      |                         |               |
|---|----------------------|----------------------|-------------------------|----------------------|-------------------------|---------------|
| Changes in Resources and Requirements Between Proposed, Approved and Adopted FY23-24 Budget   |                      |                      |                         |                      |                         |               |
|   | FY23-24<br>Proposed  | FY23-24<br>Approved  | Approved -<br>Proposed* | FY23-24<br>Adopted   | Adopted -<br>Approved** | % Change      |
| <b>Resources by Category</b>  |                      |                      |                         |                      |                         |               |
| Beginning Fund Balance  | 343,385,042          | 343,355,124          | (29,918)                | 343,355,124          | -                       |               |
| <b>Current Revenues</b>   |                      |                      |                         |                      |                         |               |
| Taxes   | 185,073,280          | 185,073,280          | -                       | 185,073,280          | -                       |               |
| Federal, State, Local, Other Donations  | 282,346,413          | 282,346,413          | -                       | 282,346,413          | -                       |               |
| Charges/Fees/License/Permits/Fines  | 197,187,451          | 197,187,451          | -                       | 197,187,451          | -                       |               |
| Revenue from Bonds & Other Debts  | 1,181,584            | 1,181,584            | -                       | 1,181,584            | -                       |               |
| All Other Revenue Resources   | 90,428,859           | 90,428,859           | -                       | 90,428,859           | -                       |               |
| Interfund Transfers   | 13,693,246           | 13,693,246           | -                       | 13,693,246           | -                       |               |
| General Fund Support  | 153,528,518          | 153,528,518          | -                       | 153,467,761          | (60,757)                | -0.04%        |
| <b>Subtotal Current Revenues</b>  | <b>923,439,351</b>   | <b>923,439,351</b>   | <b>0</b>                | <b>923,378,594</b>   | <b>(60,757)</b>         | <b>-0.01%</b> |
| <b>Total Resources</b>  | <b>1,266,824,393</b> | <b>1,266,794,475</b> | <b>(29,918)</b>         | <b>1,266,733,718</b> | <b>(60,757)</b>         | <b>0.00%</b>  |
| <b>Requirements by Category</b>   |                      |                      |                         |                      |                         |               |
| Personnel Services  | 379,828,165          | 379,828,165          | 0                       | 379,808,165          | (20,000)                | -0.01%        |
| Materials & Services  | 280,575,707          | 280,575,707          | (0)                     | 279,405,707          | (1,170,000)             | -0.42%        |
| Capital Outlay  | 103,309,569          | 103,309,569          | -                       | 103,309,569          | -                       |               |
| <b>Subtotal Current Expenditures</b>  | <b>763,713,441</b>   | <b>763,713,441</b>   | <b>0</b>                | <b>762,523,441</b>   | <b>(1,190,000)</b>      | <b>-0.16%</b> |
| Debt Service  | 15,044,700           | 15,044,700           | -                       | 15,044,700           | -                       |               |
| Special Payments  | 79,280,743           | 79,280,743           | -                       | 80,470,743           | 1,190,000               | 1.50%         |
| Interfund Transfer  | 11,669,459           | 11,669,459           | 0                       | 11,669,459           | -                       |               |
| General Fund Support  | 153,528,518          | 153,528,518          | (0)                     | 153,467,761          | (60,757)                | -0.04%        |
| Contingency   | 121,154,983          | 121,154,983          | -                       | 121,154,983          | -                       |               |
| <b>Total Appropriated</b>   | <b>1,144,391,844</b> | <b>1,144,391,844</b> | <b>0</b>                | <b>1,144,331,087</b> | <b>(60,757)</b>         |               |
| Reserve for Future Expenditures   | 93,134,122           | 93,134,122           | -                       | 93,134,122           | -                       |               |
| Unappropriated Ending Fund Balance  | 29,298,426           | 29,268,508           | (29,918)                | 29,268,508           | -                       |               |
| <b>Total Requirements</b>   | <b>1,266,824,392</b> | <b>1,266,794,474</b> | <b>(29,917)</b>         | <b>1,266,733,717</b> | <b>(60,757)</b>         | <b>0.00%</b>  |
| <b>* Proposed to Approved</b> - This column reflects a change to:   |                      |                      |                         |                      |                         |               |
| 1) Move \$30K in fund balance for the merger of Resolution Services Department (Fund 100) into Health, Housing & Human Services Department-Children, Family & Community Connections (Fund 240).   |                      |                      |                         |                      |                         |               |
| <b>** Approved to Adopted</b> - This column reflects changes to:  |                      |                      |                         |                      |                         |               |
| 1) Move \$190K within ARPA (Fund 230) from Non Departmental to Health, Housing & Human Services Department-Children, Family & Community Connections.  |                      |                      |                         |                      |                         |               |
| 2) Reduce \$61K in General Fund Support to County Administration-Equity Diversity & Inclusion Program (Fund 100-120102). The budget savings has been shifted to Non Departmental's (Fund 100) Materials & Services category.  |                      |                      |                         |                      |                         |               |
| 3) Recategorize \$1M within ARPA-County Administration (Fund 230-120102) from Materials & Services to Special Payments.   |                      |                      |                         |                      |                         |               |
| 4) Shift Clackamas County Sheriff's Office (CCSO) budget from General Fund-CCSO to two newly created CCSO funds; 207 Inmate Welfare Special Fund and 209 CCSO Forfeiture. The establishment of the two new CCSO funds shifts the budget authority for improved budget and reporting of these legally restricted dollars. Within the CCSO total budget, there is no budget impact. |                      |                      |                         |                      |                         |               |

**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of Adopting a Budget,  
Making Appropriations and Imposing  
and Categorizing Taxes from the  
Period of July 1, 2023 to June 30,  
2024 for Clackamas County



Resolution No. 2023-066  
Page 1 of 2

WHEREAS that the Board of Commissioners, as the governing body of Clackamas County, hereby adopts the expenditure budget approved by the Clackamas County Budget Committee in compliance with Oregon Local Budget Law ORS 294 for the fiscal year beginning July 1, 2023, and ending June 30, 2024, in the sum of \$1,144,391,844 plus an unappropriated ending fund balance of \$122,402,630, for a total of \$1,266,794,475;

WHEREAS; after the Budget Committee meeting the County Administrator approved a reduction of \$60,757 to the Equity, Diversity & Inclusion Program’s FY23-24 budget, and this amount reduces the **FY23-24 appropriations to \$1,144,331,087 and FY23-24 Adopted Budget to \$1,266,733,717;**

WHEREAS the established appropriations with adjustments are detailed in the attached **Exhibit A**, which is, by this reference, incorporated herein;

WHEREAS the budget document is now on file at 2051 Kaen Road, in Oregon City, Oregon, and/or available for viewing online at <https://www.clackamas.us/budget>;

WHEREAS proper notice was made to allow for public participation and a public hearing was held on June 22, 2023;

WHEREAS; pursuant to ORS 294.353 Clackamas County intends to close projects/service codes within General Fund 100-Sheriff’s Office and transfer the appropriate balances to the newly created Inmate Welfare Special Fund 207 and CCSO Forfeiture Fund 209;

WHEREAS; pursuant to ORS 294.353 Clackamas County declares the Resolution Services Department (Fund 100) unnecessary and intends to transfer the appropriate balances to the newly created Conflict Resolution & Skill’s Program within Health, Housing & Human Services’ – Children, Family & Community Connections division;

BE IT RESOLVED that the following ad valorem property taxes are hereby imposed for tax year 2023-24 upon the assessed value of all taxable property within the district:

- (1) At the rate of \$2.4042 per \$1,000 of assessed value for permanent rate tax in cities which provide their own police patrol service; and
- (2) At the rate of \$2.9766 per \$1,000 of assessed value for permanent rate tax in remaining cities and unincorporated areas; and
- (3) At the rate of \$0.3680 per \$1,000 of assessed value for local option tax; and
- (4) In the amount of \$5,559,000 for debt service for general obligation bonds.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of Adopting a Budget,  
Making Appropriations and Imposing  
and Categorizing Taxes from the  
Period of July 1, 2023 to June 30,  
2024 for Clackamas County



Resolution No. 2023-066  
Page 2 of 2

BE IT RESOLVED that the taxes imposed are hereby categorized for purposes of Article XI section 11b as:

**General Government Limitation**

|   |                  |
|---|------------------|
| Permanent Rate Tax for Clackamas County - City  | \$2.4042/\$1,000 |
| Permanent Rate Tax for Clackamas County - Rural | \$2.9766/\$1,000 |
| Local Option Tax                                | \$0.3680/\$1,000 |

**Excluded from Limitation**

General Obligation Bond Debt Service \$5,559,000

BE RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS THAT:

The amounts set forth in **Exhibit A** attached hereto are hereby appropriated and above statements are approved and declared adopted on this 22nd day of June, 2023.

**DATED** this 22nd day of June, 2023

**BOARD OF COUNTY COMMISSIONERS**

Chair

Recording Secretary

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FY23-24**

| <b>Fund</b>                                 | <b>Appropriation</b>   |                    |
|---|------------------------|--------------------|
| <b><u>100-General Fund</u></b>              |                        |                    |
| Assessment & Taxation                       | 10,169,708             |                    |
| County Administration                       | 4,574,431              |                    |
| County Clerk                                | 4,218,329              |                    |
| County Counsel                              | 3,363,415              |                    |
| Disaster Management                         | 3,622,891              |                    |
| District Attorney (DA)                      | 18,123,619             |                    |
| Finance                                     | 7,755,830              |                    |
| Human Resources (HR)                        | 5,771,134              |                    |
| Justice Court                               | 1,979,710              |                    |
| Juvenile Department                         | 10,962,498             |                    |
| Public & Government Affairs (PGA)           | 4,727,527              |                    |
| Sheriff's Office (CCSO)                     | 113,853,593            |                    |
| Transportation & Development (DTD)          | 13,047,456             |                    |
| Treasurer's Office                          | 1,523,956              |                    |
| Not Allocated to Organizational Unit        | Personnel Services     | 25,917,945         |
| Not Allocated to Organizational Unit        | Materials and Services | 808,515            |
| Not Allocated to Organizational Unit        | Capital Outlay         | 250,000            |
| Not Allocated to Organizational Unit        | Special Payments       | 9,749,969          |
| Not Allocated to Organizational Unit        | Transfers              | 156,905,897        |
| Not Allocated to Organizational Unit        | Contingency            | 27,655,013         |
| <b>100-General Fund Total</b>               |                        | <b>424,981,436</b> |
| <b><u>201-County Fair Fund</u></b>          |                        |                    |
| Transportation & Development (DTD)          |                        |                    |
| Operating                                   |                        | 5,658,402          |
| Not Allocated to Organizational Unit        | Special Payments       | 2,000              |
| Not Allocated to Organizational Unit        | Contingency            | 268,526            |
| <b>201-County Fair Fund Total</b>           |                        | <b>5,928,928</b>   |
| <b><u>204-County School Fund</u></b>        |                        |                    |
| Misc/Pass-Through                           |                        |                    |
| Not Allocated to Organizational Unit        | Special Payments       | 642,821            |
| <b>204-County School Fund Total</b>         |                        | <b>642,821</b>     |
| <b><u>205-Development Services Fund</u></b> |                        |                    |
| Transportation & Development (DTD)          |                        |                    |
| Operating                                   |                        | 11,143,679         |
| Not Allocated to Organizational Unit        | Contingency            | 2,313,490          |
| <b>205-Development Services Fund Total</b>  |                        | <b>13,457,169</b>  |

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FY23-24**

| <u>Fund</u>                                   | <u>Appropriation</u>       |
|---|----------------------------|
| <b><u>206-Sheriff's Operating Levy</u></b>    |                            |
| Sheriff's Office (CCSO)                       |                            |
| Operating                                     | 23,524,046                 |
| Not Allocated to Organizational Unit          | Special Payments 20,000    |
| Not Allocated to Organizational Unit          | Contingency 7,116,661      |
| <b>206-Sheriff's Operating Levy Total</b>     | <b>30,660,707</b>          |
| <b><u>207-Inmate Welfare Special Fund</u></b> |                            |
| Sheriff's Office (CCSO)                       |                            |
| Operating                                     | 230,500                    |
| <b>207-Inmate Welfare Special Fund</b>        | <b>230,500</b>             |
| <b><u>208-Lottery Fund</u></b>                |                            |
| Transportation & Development (DTD)            |                            |
| Operating                                     | 3,612,233                  |
| Not Allocated to Organizational Unit          | Special Payments 1,030,000 |
| Not Allocated to Organizational Unit          | Contingency 635,900        |
| <b>208-Lottery Fund</b>                       | <b>5,278,133</b>           |
| <b><u>209-CCSO Forfeitures</u></b>            |                            |
| Sheriff's Office (CCSO)                       |                            |
| Operating                                     | 966,893                    |
| <b>209-CCSO Forfeitures</b>                   | <b>966,893</b>             |
| <b><u>211-Law Library Fund</u></b>            |                            |
| Law Library                                   |                            |
| Operating                                     | 458,549                    |
| Not Allocated to Organizational Unit          | Contingency 100,000        |
| <b>211-Law Library Fund Total</b>             | <b>558,549</b>             |
| <b><u>212-Library Network</u></b>             |                            |
| Transportation & Development (DTD)            |                            |
| Operating                                     | 16,808,543                 |
| Not Allocated to Organizational Unit          | Special Payments 67,000    |
| Not Allocated to Organizational Unit          | Contingency 957,954        |
| <b>212-Library Network Total</b>              | <b>17,833,497</b>          |
| <b><u>215-Road Fund</u></b>                   |                            |
| Transportation & Development (DTD)            |                            |
| Operating                                     | 87,068,329                 |
| Not Allocated to Organizational Unit          | Special Payments 6,158,754 |
| Not Allocated to Organizational Unit          | Transfers 2,567,585        |
| Not Allocated to Organizational Unit          | Contingency 17,175,005     |
| <b>215-Road Fund Total</b>                    | <b>112,969,673</b>         |

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FY23-24**

| <u>Fund</u>  | <u>Appropriation</u>       |
|--|----------------------------|
| <b><u>218-Property Resources Fund</u></b>            |                            |
| Transportation & Development (DTD)                   |                            |
| Operating  | 801,712                    |
| Not Allocated to Organizational Unit                 | Special Payments 249,047   |
| Not Allocated to Organizational Unit                 | Contingency 756,391        |
| <b>218-Property Resources Fund Total</b>             | <b>1,807,150</b>           |
| <b><u>223-Countywide Transportation SDC Fund</u></b> |                            |
| Transportation & Development (DTD)                   |                            |
| Operating  | 370,488                    |
| Not Allocated to Organizational Unit                 | Transfers 3,987,711        |
| Not Allocated to Organizational Unit                 | Contingency 5,500,000      |
| <b>223-Countywide Transportation SDC Fund Total</b>  | <b>9,858,199</b>           |
| <b><u>224-Public Land Cor Pres Fund</u></b>          |                            |
| Transportation & Development (DTD)                   |                            |
| Operating  | 1,068,727                  |
| Not Allocated to Organizational Unit                 | Contingency 160,309        |
| <b>224-Public Land Cor Pres Fund Total</b>           | <b>1,229,036</b>           |
| <b><u>230-Special Grants Fund</u></b>                |                            |
| ARPA   |                            |
| Operating (multiple departments)                     | 28,979,360                 |
| Not Allocated to Organizational Unit                 | Special Payments 3,690,000 |
| <b>230-Special Grants Fund Total</b>                 | <b>32,669,360</b>          |

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FY23-24**

| <b>Fund</b>  |                  |  | <b>Appropriation</b> |
|--|------------------|--|----------------------|
| <b><u>240-Health Housing &amp; Human Services Fund</u></b> |                  |  |                      |
| Health, Housing & Human Services (H3S)                     |                  |  |                      |
| Operating  |                  |  | 159,370,632          |
| Not Allocated to Organizational Unit                       | Special Payments |  | 57,155,752           |
| Not Allocated to Organizational Unit                       | Transfers        |  | 461,797              |
| Not Allocated to Organizational Unit                       | Contingency      |  | 10,734,523           |
| <b>240-Health Housing &amp; Human Services Fund Total</b>  |                  |  | <b>227,722,704</b>   |
| <b><u>253-Clackamas Health Centers</u></b>                 |                  |  |                      |
| Health, Housing & Human Services (H3S)                     |                  |  |                      |
| Operating  |                  |  | 55,656,890           |
| Not Allocated to Organizational Unit                       | Contingency      |  | 16,771,886           |
| <b>253-Clackamas Health Centers Total</b>                  |                  |  | <b>72,428,776</b>    |
| <b><u>255-Transient Lodging Tax Fund</u></b>               |                  |  |                      |
| County Administration                                      |                  |  |                      |
| Operating  |                  |  | 6,523,818            |
| Not Allocated to Organizational Unit                       | Special Payments |  | 700,000              |
| Not Allocated to Organizational Unit                       | Contingency      |  | 4,987,742            |
| Not Allocated to Organizational Unit                       | Transfers        |  | 589,230              |
| <b>255-Transient Lodging Tax Fund Total</b>                |                  |  | <b>12,800,790</b>    |
| <b><u>257-Parks &amp; Forestry Fund</u></b>                |                  |  |                      |
| Transportation & Development (DTD)                         |                  |  |                      |
| Operating  |                  |  | 4,430,941            |
| Not Allocated to Organizational Unit                       | Transfers        |  | 400,000              |
| Not Allocated to Organizational Unit                       | Contingency      |  | 623,983              |
| <b>257-Parks &amp; Forestry Fund Total</b>                 |                  |  | <b>5,454,924</b>     |

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FY23-24**

| <b>Fund</b>  |                                      |                  | <b>Appropriation</b> |
|--|--------------------------------------|------------------|----------------------|
| <b><u>320-Clackamas County Debt Service</u></b>      |                                      |                  |                      |
| Non Departmental                                     |                                      |                  |                      |
|  | Not Allocated to Organizational Unit | Debt Service     | 9,463,300            |
| <b>320-Clackamas County Debt Service Total</b>       |                                      |                  | <b>9,463,300</b>     |
| <b><u>321-Clackamas County Debt Service - GO</u></b> |                                      |                  |                      |
| Non Departmental                                     |                                      |                  |                      |
|  | Not Allocated to Organizational Unit | Debt Service     | 5,581,400            |
| <b>321-Clackamas County Debt Service - GO Total</b>  |                                      |                  | <b>5,581,400</b>     |
| <b><u>420-Capital Projects</u></b>                   |                                      |                  |                      |
| Finance  |                                      |                  |                      |
|  | Operating                            | Operating        | 20,837,002           |
| <b>420-Capital Projects Total</b>                    |                                      |                  | <b>20,837,002</b>    |
| <b><u>601-Stone Creek Golf Course</u></b>            |                                      |                  |                      |
| Transportation & Development (DTD)                   |                                      |                  |                      |
|  | Operating                            | Operating        | 4,785,783            |
|  | Not Allocated to Organizational Unit | Transfers        | 225,000              |
|  | Not Allocated to Organizational Unit | Contingency      | 939,399              |
| <b>601-Stone Creek Golf Course Total</b>             |                                      |                  | <b>5,950,182</b>     |
| <b><u>602-Clackamas Broadband Utility</u></b>        |                                      |                  |                      |
| Technology Services (TS)                             |                                      |                  |                      |
|  | Operating                            | Operating        | 2,671,034            |
|  | Not Allocated to Organizational Unit | Special Payments | 45,000               |
|  | Not Allocated to Organizational Unit | Contingency      | 55,057               |
| <b>602-Clackamas Broadband Utility Total</b>         |                                      |                  | <b>2,771,091</b>     |
| <b><u>605-911 Center Fund</u></b>                    |                                      |                  |                      |
| Clackamas 911 (CCOM)                                 |                                      |                  |                      |
|  | Operating                            | Operating        | 10,723,462           |
|  | Not Allocated to Organizational Unit | Special Payments | 960,400              |
|  | Not Allocated to Organizational Unit | Contingency      | 350,000              |
| <b>605-911 Center Fund Total</b>                     |                                      |                  | <b>12,033,862</b>    |

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FY23-24**

| <b>Fund</b>                                   |                                      |             | <b>Appropriation</b> |
|---|--------------------------------------|-------------|----------------------|
| <b><u>744-Facilities Management Fund</u></b>  |                                      |             |                      |
| Finance                                       |                                      |             |                      |
|   | Operating                            | Operating   | 15,574,697           |
|   | Not Allocated to Organizational Unit | Contingency | 270,776              |
| <b>744-Facilities Management Fund Total</b>   |                                      |             | <b>15,845,473</b>    |
| <b><u>747-Technology Services Fund</u></b>    |                                      |             |                      |
| Technology Services (TS)                      |                                      |             |                      |
|   | Operating                            | Operating   | 18,970,643           |
|   | Not Allocated to Organizational Unit | Contingency | 136,155              |
| <b>747-Technology Services Fund Total</b>     |                                      |             | <b>19,106,798</b>    |
| <b><u>760-Self-Insurance Fund</u></b>         |                                      |             |                      |
| Human Resources (HR)                          |                                      |             |                      |
|   | Operating                            | Operating   | 37,793,154           |
|   | Not Allocated to Organizational Unit | Contingency | 16,027,969           |
| <b>760-Self-Insurance Fund Total</b>          |                                      |             | <b>53,821,123</b>    |
| <b><u>761-Risk Management Claims Fund</u></b> |                                      |             |                      |
| Human Resources (HR)                          |                                      |             |                      |
|   | Operating                            | Operating   | 6,436,325            |
|   | Not Allocated to Organizational Unit | Contingency | 7,114,443            |
| <b>761-Risk Management Claims Fund Total</b>  |                                      |             | <b>13,550,768</b>    |
| <b><u>770-Fleet Services Fund</u></b>         |                                      |             |                      |
| Transportation & Development (DTD)            |                                      |             |                      |
|   | Operating                            | Operating   | 7,387,040            |
|   | Not Allocated to Organizational Unit | Contingency | 503,801              |
| <b>770-Fleet Services Fund Total</b>          |                                      |             | <b>7,890,841</b>     |
| <b>Total Appropriated (Above)</b>             |                                      |             | <b>1,144,331,087</b> |
| <b>Total Unappropriated</b>                   |                                      |             | <b>122,402,630</b>   |
| <b>Total Adopted Budget</b>                   |                                      |             | <b>1,266,733,717</b> |

**FORM LB-1**

**NOTICE OF BUDGET HEARING**

A public meeting of the Clackamas County Board of Commissioners will be held on June 22, 2023 at 10:00 a.m. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2023, as approved by the Clackamas County Budget Committee. The Board of County Commissioners is holding meetings virtually, by Zoom, and in-person, in the Public Service Building, located at 2051 Kaen Road, Oregon City.

All residents are invited to join and provide comments live by going to the following link: <https://clackamascountry.zoom.us/j/85441079203> Alternatively, anyone can email a comment to [BCC@clackamas.us](mailto:BCC@clackamas.us), to be admitted into the record during the Citizen Communication portion of the meeting. Written communications submitted will be added to the record, but will not be read aloud during the Citizen Communication portion of the meeting. Be sure to include your name and area when you email.

A summary of the budget is presented below. A copy of the budget may be inspected online at <https://www.clackamas.us/budget/budget-presentations> or by emailing [BCC@clackamas.us](mailto:BCC@clackamas.us) for a viewing request. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.

Contact: Sandra Montoya , Budget Manager Telephone: (503)742-5424 Email: smontoya@clackamas.us

| FINANCIAL SUMMARY - RESOURCES   |                                      |  |   |
|---|--------------------------------------|--|---|
| TOTAL OF ALL FUNDS  | Actual Amount<br>Fiscal Year 2021-22 | Adopted Budget<br>This Fiscal Year 2022-23 | Approved Budget<br>Next Fiscal Year 2023-24 |
| Beginning Fund Balance/Net Working Capital                            | 277,521,967                          | 287,767,350                                | 343,355,124                                 |
| Fees, Licenses, Permits, Fines, Assessments & Other Service Charges   | 107,323,512                          | 115,761,843                                | 119,399,429                                 |
| Federal, State and All Other Grants, Gifts, Allocations and Donations | 224,090,154                          | 281,734,242                                | 282,346,413                                 |
| Revenue from Bonds and Other Debt                                     | 5,838,185                            | 15,933,970                                 | 305,960                                     |
| Interfund Transfers / Internal Service Reimbursements                 | 265,711,009                          | 293,128,604                                | 308,296,443                                 |
| All Other Resources Except Current Year Property Taxes                | 27,901,969                           | 35,975,768                                 | 30,622,826                                  |
| Current Year Property Taxes Estimated to be Received                  | 161,553,827                          | 174,178,982                                | 182,468,280                                 |
| <b>Total Resources - add lines 1 through 7</b>                        | <b>1,069,940,624</b>                 | <b>1,204,480,759</b>                       | <b>1,266,794,474</b>                        |

| FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION         |                      |                      |                      |
|---|----------------------|----------------------|----------------------|
| Personnel Services  | 309,237,803          | 372,171,597          | 379,828,165          |
| Materials and Services  | 199,818,452          | 248,424,010          | 280,575,707          |
| Capital Outlay  | 31,754,429           | 106,717,238          | 103,309,569          |
| Debt Service  | 14,720,104           | 15,167,511           | 15,044,700           |
| Interfund Transfers (incl Intrafund General Fund Transfers)       | 141,437,174          | 174,712,466          | 165,197,977          |
| Contingencies   |                      | 98,459,722           | 121,154,983          |
| Special Payments  | 49,168,429           | 77,497,499           | 79,280,743           |
| Unappropriated Ending Balance and Reserved for Future Expenditure | 323,804,231          | 111,330,716          | 122,402,630          |
| <b>Total Requirements - add lines 9 through 16</b>                | <b>1,069,940,623</b> | <b>1,204,480,759</b> | <b>1,266,794,474</b> |

| FINANCIAL SUMMARY - REQUIREMENTS BY ORGANIZATIONAL UNIT OR PROGRAM * |                      |                      |                      |
|--|----------------------|----------------------|----------------------|
| Name of Organizational Unit or Program                               |                      |                      |                      |
| FTE for Unit or Program  |                      |                      |                      |
| County Administration  | 7,669,724            | 22,662,108           | 20,608,930           |
| FTE  | 29.8                 | 31.5                 | 29.5                 |
| Assessor   | 9,078,378            | 9,894,242            | 10,169,708           |
| FTE  | 61.0                 | 61.0                 | 61.0                 |
| Clerk  | 3,723,409            | 4,448,561            | 4,466,329            |
| FTE  | 19.0                 | 19.0                 | 19.0                 |
| County Counsel   | 3,127,829            | 3,345,935            | 3,363,415            |
| FTE  | 12.8                 | 12.8                 | 12.8                 |
| Finance  | 26,494,672           | 44,465,394           | 46,674,651           |
| FTE  | 99.7                 | 101.7                | 100.0                |
| Human Resources  | 41,780,599           | 83,377,766           | 80,095,264           |
| FTE  | 45.0                 | 50.0                 | 50.0                 |
| Public & Government Affairs  | 5,026,207            | 5,815,094            | 4,738,527            |
| FTE  | 24.5                 | 24.5                 | 22.0                 |
| Technology Services  | 18,372,436           | 36,517,769           | 30,143,712           |
| FTE  | 58.0                 | 57.0                 | 57.0                 |
| Treasurer  | 1,253,699            | 1,432,646            | 1,523,956            |
| FTE  | 7.0                  | 7.0                  | 7.0                  |
| Clackamas 911 (CCOM)   | 9,963,509            | 12,207,754           | 14,158,669           |
| FTE  | 56.0                 | 57.0                 | 57.0                 |
| Sheriff (CCSO)   | 117,086,068          | 137,887,165          | 146,100,935          |
| FTE  | 557.0                | 592.0                | 590.0                |
| Disaster Management  | 3,190,889            | 4,520,680            | 4,346,735            |
| FTE  | 17.8                 | 19.7                 | 14.5                 |
| District Attorney  | 15,527,205           | 17,239,032           | 18,604,119           |
| FTE  | 90.7                 | 90.7                 | 93.7                 |
| Justice Court  | 2,441,673            | 4,658,227            | 3,752,660            |
| FTE  | 7.0                  | 7.0                  | 7.0                  |
| Juvenile   | 8,448,108            | 11,868,877           | 11,011,348           |
| FTE  | 45.0                 | 42.0                 | 39.0                 |
| Law Library  | 339,919              | 482,223              | 558,549              |
| FTE  | 2.4                  | 2.4                  | 2.3                  |
| Transportation & Development (DTD)                                   | 113,508,564          | 253,128,540          | 236,726,567          |
| FTE  | 345.2                | 345.2                | 342.2                |
| Health, Housing & Human Services (H3S)                               | 171,898,496          | 244,600,446          | 309,484,876          |
| FTE  | 726.5                | 797.5                | 727.6                |
| Not Allocated to Organizational Unit or Program                      | 187,205,010          | 305,928,300          | 320,265,524          |
| FTE  | 154.5                | 160.5                | 162.5                |
| <b>Total Requirements</b>  | <b>1,069,940,623</b> | <b>1,204,480,759</b> | <b>1,266,794,474</b> |
| <b>Total FTE</b>   | <b>2,358.9</b>       | <b>2,478.5</b>       | <b>2,394.1</b>       |

**STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING \***

The County's Cost Allocation Plan is transitioning from partial to full cost recovery. In FY23-24 cost allocation charges remained the same as the FY22-23 budget; however, costs were redistributed based on updated methodology and the new chart of accounts. This change resulted in a shift of approximately \$5.6 million from the General Fund to other County departments. Additionally, the County Counsel Department and the Equity Diversity and Inclusion program will be included in the cost allocation for the first time.

In order to replace the current Courthouse and preserve financial stability over the next 30 years, an operating reduction in General Fund Support is required. The County focused on preserving mandated services, improving efficiencies, and eliminating redundancies. In FY23-24, \$9.4 million in General Fund reductions have been made across most County departments.

In FY23-24, as a result of cost allocation changes and budget reductions, 14.15 FTE positions will be reduced (8.5 vacant and 5.65 filled). An additional 79.5 FTE positions

| PROPERTY TAX LEVIES  |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|
|  | Rate or Amount Imposed   | Rate or Amount Imposed   | Rate or Amount Approved  |
| Permanent Rate Levy(Rate Limit 2.4042 Per \$1,000 City/2.9766 Per \$1,000 Rural) | 2.4042 City/2.9766 Rural | 2.4042 City/2.9766 Rural | 2.4042 City/2.9766 Rural |
| Local Option Levy  | 0.2480                   | 0.3680                   | 0.3680                   |
| Levy For General Obligation Bonds  | \$5,562,566              | \$5,337,886              | \$5,559,000              |

| STATEMENT OF INDEBTEDNESS |   |  |
|---------------------------|---|--|
| LONG TERM DEBT            | Estimated Debt Outstanding<br>on July 1 | Estimated Debt Authorized, But<br>Not Incurred on July 1 |
| General Obligation Bonds  | \$42,365,000                            |  |
| Other Bonds               | \$62,735,000                            | \$7,000,000  |
| <b>Total</b>              | <b>\$105,100,000</b>                    |  |

**Accrual Basis Accounting** - An accounting system in which revenue is recorded when it is earned rather than when received and expenses are recorded when an obligation is established rather than when the money is paid.

**Activity** - In the Chart of Accounts, these are specific tasks that make up a project. An activity is a phase, with a distinct beginning and end within an overall project. For example, with construction projects, activity code values may be defined such as Planning, Design, Construction, and Closeout. Each Activity can only have one Activity Type, which may be used to provide specific detail to the Activity.

**Adopted Budget** - Financial plan adopted by the governing body, forming the basis for appropriations.

**Audit** - An official inspection of an organization's accounts

**Appropriation** - Authorization for spending money during a period. It is based on the adopted and/or supplemental budgets, approved by the governing body through resolution or ordinance (ORS 294.311(3)).

**Approved Budget** - The financial plan was agreed upon by the Budget Committee.

**Arbitrage** - Interest earned from the proceeds of bond issues where the rate of interest earned is greater than the interest rate owed on the bonds.

**Balanced Budget** - Budgeting process where total revenues are equal to total expenses.

**Base Budget** - The annual data file is used as the starting point for the Budget. The base is pre-populated with adjusted position costs.

**Bonds** - A written contract for payment of a sum of money at a future date, with interest paid at an agreed rate on a set schedule. Governments typically use bonds to finance long-term capital improvements.

**Budget** - The local government's financial spending plan for one fiscal year.

**Budget Calendar** - The schedule of key dates or milestones which the County follows in the preparation and adoption of the budget.

**Budget Committee** - Fiscal planning board of a local government, consisting of the governing body plus an equal number of legal voters appointed from the district (ORS 294.336).

**Budget Message** - Written explanation of the budget and the local government's financial priorities. It is prepared and presented by the executive officer or chairperson of the governing body (ORS 294.391).

**Budget Officer** - Person appointed by a governing body to assemble budget material and information and to oversee the preparation of the proposed budget (ORS 294.331).

**Capital Improvement Plan** - A plan for capital expenditures to provide long-lasting physical improvements, the cost of which is to be incurred over a fixed period of several years.

**Capital Project Fund** - A fund used to account for the receipt and disbursement of money used to finance the building or acquisition of capital facilities.

**Chart of Accounts** - A numbering system that categorizes various financial information into a logical structure which is the basis and foundation for financial reporting.

**Component Unit** – A separate governmental agency that follows a parallel budget process with a separate budget committee and advisory boards.

**Concurrence** - A policy initiative that has a goal of assuring that infrastructure needs, such as roads, sewer, and water, are in place to serve the community before or at the time development occurs.

**Contingency** - A non-expendable appropriation category to cover unforeseen events which occur during the budget year. County Commissioners must approve all transfers from the Contingency.

**Contracted Services** - Services rendered under contract by persons who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

**Cost Accounting** - A method of accounting, which provides for assembling and recording all elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

**Cost Allocation** - A method of apportioning overhead costs accumulated by internal services such as accounting and personnel to user departments.

**Debt Service** - Payment of principal and interest on borrowed funds.

**Debt Service Fund** - A fund established to account for the accumulation of resources and payment of general long-term debt principal and interest.

**Defeasance** - When referring to municipal bonds, defeasance relates to the methods by which an outstanding bond issue can be made void, both legally and financially. It is a financing tool by which outstanding bonds may be retired without a bond redemption or implementing an open market buy-back.

**Deficit** - The amount by which a sum of money falls short of the required amount.

**Depreciation** - An accounting procedure that spreads the cost of purchasing an asset over the useful lifetime of the asset.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service and the process to set aside those funds for future expenditure.

**Enterprise Fund** - A fund used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product. The Stone Creek Golf Course Fund is an example of an enterprise fund.

**Expenditure** - The incurring of liability or the payment of cash for the acquisition of a good or service.

**Fiscal Year** - A 12-month period to which the annual operating budget applies. At the end of the period, a government determines its financial position and the results of its operations. It is July 1 through June 30 for Clackamas County.

**Fringe Benefits** - non-salary compensation provided to employees per state and federal law, union contracts, and/or County policy. Benefits include pension plans (including Social Security); medical, dental, vision, life, short and long-term disability insurance; and vacation, holiday, and sick leave.

**Full-time Equivalent (FTE)** - The ratio of time spent in any position to that of a full-time position. An employee working full-time for one year is 1.0 FTE; an employee working 6 months is .5 FTE.

**Fund** - A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances, and changes, all segregated for specific, regulated activities and objectives.

**Fund Balance** - Resources remaining from prior years which are available to be budgeted in the current year.

**General Fund** - A fund used to account for activities for which specific types of funds are not required. It is the general operating fund for local governments.

**General Fund Support** - The difference between department-generated revenues and the corresponding expenditures funded within the General Fund. This money is not recorded in the County's accounting system. They are displayed for informational purposes only to indicate the level of discretionary General Fund support required to operate the program.

**General Obligation Bonds** - Voter-approved types of municipal bonds where principal and interest are secured by the full faith and credit of the issuer and usually supported by either the issuer's unlimited or limited taxing power.

**Generally Accepted Accounting Principles (GAAP)** - Uniform minimum standards and guidelines for financial accounting and reporting. These standards govern the form and content of the County's financial statements.

**Goal** - A broadly defined central aim of an organization. Goals state long-term objectives.

**Governmental Accounting** - The accounting system provides the basis for budgetary control. Formal budgetary integration combines budgetary accounts into the general ledger so that actual revenues and expenditures are always measured against the budget.

**Grant** - Contributions or gifts of cash or other assets from another government to be used or spent for a specified purpose, activity, or facility.

**Infrastructure** - The system of public works of a country, state, or region.

**Internal Service Fund** - A fund used to account for goods or services that are provided by one department to other departments within a particular government agency.

**Key Performance Measures** - Representative performance measures selected from the Strategic Plan for inclusion in The Executive Summary budget document because they are of particular importance or interest to readers.

**Levy** - Amount of tax imposed by a local government for the support of governmental activities.

**Liabilities** - Debt or other legal obligation arising from transactions in the past that must be liquidated, renewed, or refunded at a future date; does not include encumbrances.

**Line Item** - The category in a budget, chart of accounts, or financial statement which represents an account used to record transactions for a particular type of income, expense, asset, or liability.

**Line of Business** - This required field in the chart of accounts aligns with Department Strategic Plans. Departments will use a 4-digit numeric segment.

**Local Revenue** - The budgetary resource category that includes funding received from local government sources such as cities or other local governments.

**Major Expenditure Category** - One of eight classifications of spending including personal services, materials & services, debt service, capital outlay, transfers, contingency, unappropriated ending fund balance, and reserves.

**Major Fund** - As defined by the Governmental Accounting Standards Board (GASB), a fund that is reported in a separate column in the basic fund financial statements, and is subject to a separate audit opinion in the independent auditor's report.

**Materials & Services** - A major expenditure category that includes contractual expenditures, consumable materials, supplies, operating costs, and other services.

**Managing for Results Program** - Tied to Performance Clackamas, this is a strategic plan and process to ensure Clackamas County improves transparency, enhances accountability, and is efficient with taxpayer dollars. The county is transitioning out this term for Performance Clackamas; there are instances where these terms may be used interchangeably.

**Mission Statement** - An explanation of a department's purpose expressed in terms of the service it provides to its customers and the benefit to be provided for those customers.

**Modified Accrual Basis of Accounting** - Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred, except for un-matured interest on general long-term debt, which is recognized when due.

**Municipal Bonds** - Debt obligations of a state or local government entity. The funds may support general government needs or fund special projects. The interest on these bonds is typically exempt from federal income taxes, and most state and local taxes.

**Objective** - Something to be accomplished. An objective should be stated in specific, well-defined, measurable terms and should be achievable within a specific timeframe.

**OpenGov** - The finance software used for budgeting and planning that allows Clackamas County to streamline and unify the end-to-end budgeting process, tie budget dollars to key initiatives, and draw actionable insights.

**Operating Budget** - The budget used in the ongoing operation to account for Personal Services, Materials & Services, and Capital expenditures.

**Organizational unit** - Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions (such as department, office, or division).

**Ordinance** - A formal legislative enactment by the governing board of a municipality.

**Pass-through** - Money is given to a government or organization with a condition that it be given (passed through to) another government or organization.

**PeopleSoft** - Clackamas County's management information software system that provides centralized accounting, budget, payroll, and human resource information.

**Performance Measures** - Objective methods (quantitative and/or qualitative) for evaluating a department's progress toward its stated goals.

**Personnel Services** - A budget category, which includes salaries and wages, overtime, part-time pay, and fringe benefits.

**Program** - A group of activities with a common purpose that carries out a department's Mission and produces results for customers. A Program corresponds to an accounting organization (cost center) or group of closely related organizations. Budgets are presented and reviewed at the Program level to communicate to taxpayers what results they expect from the department and to facilitate decision-making based on results. Examples of Programs are Strategy and Policy in the Public and Government Affairs Department and Financial Reporting in the Finance Department.

**Project** - Within the chart of accounts, a project code is 9 characters, contains a start and end date, cannot be reused, and may extend over multiple fiscal years. Project codes may have multiple departments interacting with them (i.e. FEMA, COVID). The fiscal year number of the project code will always correspond to the current fiscal year when the project contract begins.

**Proposed Budget** - Financial and operating plan prepared by the Budget Officer. It is submitted to the public and the Budget Committee for review.

**Requested Budget** - The initial budget received from departments or funds.

**Requirements** - The total of all expenditures within a fund, including operating expenditures, transfers to other funds, Contingencies, and Unappropriated Fund Balance.

**Reserve Fund** - Established to accumulate money for a specific purpose (ORS 280.100).

**Resolution** - A formal order of a governing body. A resolution has lower legal status than an ordinance.

**Resources** - Estimated beginning funds on hand plus anticipated receipts. See "Revenues" (ORS 294.361).

**Revenue Bonds** - A type of municipal bond where principal and interest are secured by revenues such as charges or rents paid by users of the facility built with the proceeds of the bond issue.

**Revenues** - Money received or anticipated by a local government from either tax or non-tax sources.

**Service** - This field is designed for departments to track detail that is not available in other areas of the chart of accounts. It may also be used to track "physical location".

**Special Revenue Fund** - A fund used to account for specific revenue sources that are restricted to expenditures for designated purposes. For example revenues from mental health, grants must be spent on the particular mental health programs for which they were granted.

**Strategic Planning** - A formal process through which departments analyze, align, and explain what they do in terms of achieving results for their customers. Each department articulates its Mission and then organizes itself into Programs and Activities designed to carry out that mission, facilitate decision-making and resource allocation, and report progress.

**Supplemental Budget** - A financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted. It cannot be used to authorize a tax levy (ORS 294.480). Requires public hearings, notices, and adoption by governing body.

**Surplus** - The amount of money that exceeds what is required. In accounting, the excess of assets over liabilities accumulated.

**Tax Base** - In Oregon, a designated amount of property tax can be levied for operating expenses without annual voter approval. The original base must be established by voters at a general or primary election. Beginning in 1997-98, the tax base system will be transformed into a partial tax rate system as required by Measure 50 which was approved by voters in May 1997.

**Tax Levy** - Total amount of taxes imposed by a local government unit.

**Tax Rate** - The amount of tax stated in terms of a unit of tax for each \$1,000 assessed valuation of taxable property.

**Tax Roll** - The official list shows the amount of taxes levied against each property.

**Tier 1** - Refers to a public service employee hired before January 1, 1996.

**Transfers** - Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund (ORS 294.450).

**Unappropriated Ending Fund Balance** - Amount set aside in the budget to be used as a cash carry-over to the next year's budget. It provides the local government with cash until tax money is received from the County Treasurer in November. This amount cannot be transferred by resolution or through a supplemental budget (ORS 294.371).

## Acronym Terms

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|              |  |
|--------------|--|
| <b>ADA</b>   | Americans with Disabilities Act                |
| <b>ADRC</b>  | Aging and Disability Resource Connection       |
| <b>AMH</b>   | Automated Materials Handling                   |
| <b>AOC</b>   | Association of Oregon Counties                 |
| <b>ARPA</b>  | American Rescue Plan Act                       |
| <b>BAN</b>   | Bond Anticipation Note                         |
| <b>BCC</b>   | Board of County Commissioners                  |
| <b>BOPTA</b> | Board of Property Tax Appeals                  |
| <b>BRS</b>   | Behavior Rehabilitation Services               |
| <b>BTOP</b>  | Broadband Technology Opportunities Program     |
| <b>CAA</b>   | Community Action Agency                        |
| <b>CAD</b>   | Computer Aided Dispatch                        |
| <b>CAFFA</b> | County Assessment Function Funding Assistance  |
| <b>CCLBA</b> | Clackamas County Land Bank Authority           |
| <b>CCTCA</b> | Clackamas County Tourism & Cultural Affairs    |
| <b>CDBG</b>  | Community Development Block Grant              |
| <b>CDC</b>   | Centers for Disease Control and Prevention     |
| <b>CIP</b>   | Capital Improvement Project                    |
| <b>CJC</b>   | Oregon Criminal Justice Commission             |
| <b>COBRA</b> | Consolidated Omnibus Budget Reconciliation Act |
| <b>COA</b>   | Chart of Accounts                              |
| <b>CoC</b>   | Continuum of Care                              |
| <b>COOP</b>  | Continuity of Operations Plan                  |
| <b>CRF</b>   | Community Road Fund                            |
| <b>CRF</b>   | Community Road Fund                            |
| <b>CSAP</b>  | Clackamas Substance Abuse Program              |
| <b>CUP</b>   | Central Utility Plant                          |
| <b>DEQ</b>   | Department of Environmental Quality            |
| <b>DSB</b>   | Development Service Building                   |
| <b>DTD</b>   | Department of Transportation and Development   |
| <b>DWDM</b>  | Data Warehousing and Data Mining               |
| <b>EAP</b>   | Employee Assistance Program                    |
| <b>ECHO</b>  | Energy Conservation Helping Oregonians         |
| <b>EMT</b>   | Executive Management Team                      |
| <b>EOC</b>   | Emergency Operations Center                    |
| <b>EOP</b>   | Emergency Operations Plan                      |
| <b>ERP</b>   | Enterprise Resource Planning                   |
| <b>ESG</b>   | Emergency Solutions Grant                      |
| <b>EV</b>    | Electric Vehicle (Charging Station)            |
| <b>FCC</b>   | Federal Communications Commission              |
| <b>FEMA</b>  | Federal Emergency Management Agency            |
| <b>FILO</b>  | First In Last Out                              |
| <b>FQHC</b>  | Federally Qualified Health Center              |

## Acronym Terms

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|              |   |
|--------------|---|
| <b>FTE</b>   | Full-Time Equivalent Employee                   |
| <b>GAAP</b>  | Generally Accepted Accounting Principles        |
| <b>GF</b>    | General Fund                                    |
| <b>GFOA</b>  | Government Finance Officers Association         |
| <b>GIS</b>   | Geographic Information Services                 |
| <b>GPS</b>   | Global Positioning System                       |
| <b>HOME</b>  | HOME Partnership Act                            |
| <b>HRIS</b>  | Human Resource Information System               |
| <b>HUD</b>   | Housing and Urban Development                   |
| <b>HVAC</b>  | Heating, ventilation and air conditioning       |
| <b>IGA</b>   | Intergovernmental Agreement                     |
| <b>ISP</b>   | Internet Service Provider                       |
| <b>ITS</b>   | Intelligent Transportation System               |
| <b>JCP</b>   | Juvenile Crime Prevention                       |
| <b>JIAC</b>  | Juvenile Intake & Assessment Center             |
| <b>JOBS</b>  | Job Opportunities and Basic Skills              |
| <b>LDAC</b>  | Library District Advisory Committee             |
| <b>LID</b>   | Local Improvement District                      |
| <b>LINCC</b> | Library Information Network of Clackamas County |
| <b>MFR</b>   | Managing for Results                            |
| <b>MOOT</b>  | Museum of Oregon Territory                      |
| <b>MOU</b>   | Memorandum of Understanding                     |
| <b>NCPRD</b> | North Clackamas Parks & Recreation District     |
| <b>NLP</b>   | Neighborhood Livability Project                 |
| <b>NTIA</b>  | National Telecommunications and Information     |
| <b>ODOT</b>  | Oregon Department of Transportation             |
| <b>OEA</b>   | Office of Economic Analysis                     |
| <b>OHA</b>   | Office of Health Affairs                        |
| <b>ORS</b>   | Oregon Revised Statute                          |
| <b>OSH</b>   | Oregon State Hospital                           |
| <b>OSHA</b>  | Occupational Safety and Health Act              |
| <b>PCI</b>   | Pavement Condition Index                        |
| <b>PEG</b>   | Public, Education and Government                |
| <b>PERS</b>  | Public Employees Retirement System              |
| <b>PGA</b>   | Public & Government Affairs                     |
| <b>PLCPF</b> | Public Land Corner Preservation Fund            |
| <b>PLSS</b>  | Public Land Survey System                       |
| <b>PPE</b>   | Personal Protective Equipment                   |
| <b>PSB</b>   | Public Service Building                         |
| <b>RDPO</b>  | Regional Disaster Preparedness Organization     |
| <b>RFID</b>  | Radio Frequency Identification                  |
| <b>RFP</b>   | Request for Proposal                            |
| <b>RFQ</b>   | Request for Quote                               |

## Acronym Terms

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|             |   |
|-------------|---|
| <b>RSVP</b> | Retired Senior Volunteer Program          |
| <b>SDC</b>  | System Development Charge                 |
| <b>SEM</b>  | Strategic Energy Management               |
| <b>SNAP</b> | Supplemental Nutrition Assistance Program |
| <b>SOWP</b> | Septic & Onsite Wastewater Program        |
| <b>TDC</b>  | Tourism Development Council               |
| <b>TGM</b>  | Total Golf Management                     |
| <b>TRT</b>  | Transient Tax Ordinance                   |
| <b>TSAP</b> | Traffic Safety Action Plan                |
| <b>TSDC</b> | Transportation System Development Charge  |
| <b>TSP</b>  | Transportation System Plan                |
| <b>UASI</b> | Urban Area Security Initiative            |
| <b>UGB</b>  | Urban Growth Boundary                     |
| <b>UHF</b>  | Ultra High Frequency                      |
| <b>VHF</b>  | Very High Frequency                       |

## Department Acronyms

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|                |   |
|----------------|---|
| <b>A&amp;T</b> | Assessment & Taxation                       |
| <b>ADMIN</b>   | County Administration                       |
| <b>CCOM</b>    | Clackamas 911                               |
| <b>CCSO</b>    | Sheriff's Office                            |
| <b>CLRK</b>    | County Clerk                                |
| <b>CNSL</b>    | County Counsel                              |
| <b>DA</b>      | District Attorney                           |
| <b>DM</b>      | Disaster Management                         |
| <b>DTD</b>     | Transportation & Development                |
| <b>FIN</b>     | Finance                                     |
| <b>H3S</b>     | Health, Housing & Human Services            |
| <b>HR</b>      | Human Resources                             |
| <b>JC</b>      | Justice Court                               |
| <b>JUV</b>     | Juvenile                                    |
| <b>LAW</b>     | Law Library                                 |
| <b>MISC</b>    | Misc Pass-Through                           |
| <b>NCPRD</b>   | North Clackamas Parks & Recreation District |
| <b>NOND</b>    | Non Departmental                            |
| <b>PGA</b>     | Public & Government Affairs                 |
| <b>TRS</b>     | Treasurer's Office                          |
| <b>TS</b>      | Technology Services                         |
| <b>WES</b>     | Water Environment Services                  |

## Program Acronym

|                                |   |
|--------------------------------|---|
| <b>\$COLL</b>                  | Money Collected On Behalf of Other Agencies                     |
| <b>ACCESS</b>                  | Access to Preventative Health                                   |
| <b>ACCT SVCS</b>               | Account Services  |
| <b>ACCT</b>                    | Accounting  |
| <b>AP</b>                      | Accounts Payable  |
| <b>ADMT OPS</b>                | Administration & Operations                                     |
| <b>ADMIN SVCS</b>              | Administrative Services   |
| <b>ADU CASE PROS &amp; RES</b> | Adult & Juvenile Criminal Prosecution & Case Resolution         |
| <b>ADU CASE RES SUPP</b>       | Adult & Juvenile Criminal Prosecution & Case Resolution Support |
| <b>ADVY TRANSR</b>             | Advisory, Regulatory, & Transactional                           |
| <b>ADRC</b>                    | Aging & Disability Resource Connection                          |
| <b>ALLOC POOL</b>              | Allocation Pool   |
| <b>ALLOC</b>                   | Allocations   |
| <b>ANN PROP VAL</b>            | Annual Property Valuation                                       |
| <b>AQ PARK</b>                 | Aquatic Park  |
| <b>ASSMT</b>                   | Assessment  |
| <b>ASST DVMT</b>               | Asset Development   |
| <b>ASST MGMT</b>               | Asset Management  |
| <b>BCC</b>                     | BCC Office  |
| <b>BHA</b>                     | Behavioral Health Administration                                |
| <b>BHC</b>                     | Behavioral Health Clinics                                       |
| <b>BHSC</b>                    | Behavioral Health System of Care                                |
| <b>BNFT ADMN</b>               | Benefits Administration   |
| <b>BOPTA</b>                   | Board of Property Tax Appeals                                   |
| <b>BDGT</b>                    | Budget  |
| <b>BDLG CDS</b>                | Building Codes  |
| <b>BUS ADMN</b>                | Business Administration   |
| <b>BUS SYTM</b>                | Business Systems  |
| <b>CAPT DLVY</b>               | Capital Delivery  |
| <b>CAP IMP PRJT</b>            | Capital Improvement Projects                                    |
| <b>CP</b>                      | Capital Projects  |
| <b>CAP REL &amp; REP</b>       | Capital Repair & Replacement                                    |
| <b>CAS/LIAB</b>                | Casualty/Liability  |
| <b>CCSO FORF</b>               | CCSO Forfeitures  |
| <b>CTRL DSPTH</b>              | Central Dispatch  |
| <b>CHLD SUPP ENFC</b>          | Child Support Enforcement                                       |
| <b>ESTCD</b>                   | City of Estacada  |
| <b>CIT HPY VLY</b>             | City of Happy Valley  |
| <b>CIT WILSNVLE</b>            | City of Wilsonville   |
| <b>CVL</b>                     | Civil   |
| <b>CVL DIV</b>                 | Civil Division  |
| <b>CCOM</b>                    | Clackamas 911   |
| <b>CLCK BRDBD XCHG</b>         | Clackamas Broadband eXchange                                    |
| <b>CLASS &amp; COMP</b>        | Classification & Compensation                                   |
| <b>CDE ENFCE</b>               | Code Enforcement  |
| <b>COMM OFF</b>                | Commissioners Office  |
| <b>COMM &amp; COMM ENGE</b>    | Communications & Community Engagement                           |
| <b>COMM DEV</b>                | Community Development   |
| <b>COMM PRES</b>               | Community Preservation  |
| <b>COMM RD</b>                 | Community Road Fund   |
| <b>COMM SVC</b>                | Community Service   |
| <b>COMM SOLU</b>               | Community Solutions   |

## Program Acronym

|                                  |   |
|----------------------------------|---|
| <b>CONF RES &amp; SKL</b>        | Conflict Resolution & Skill                   |
| <b>CNFLT RES &amp; SKL DEV</b>   | Conflict Resolution and Skill Development     |
| <b>CNTY BRND ID</b>              | County Brand Identity                         |
| <b>CNTY EVNT CTR</b>             | County Event Center                           |
| <b>CNTY FAIR &amp; RODEO</b>     | County Fair & Rodeo                           |
| <b>CNT PRKS</b>                  | County Parks                                  |
| <b>CNTY SCH</b>                  | County School Fund                            |
| <b>CNTY SURVYR</b>               | County Surveyor                               |
| <b>CNTY WD APPS</b>              | County Wide Applications                      |
| <b>CNTY TSDC</b>                 | Countywide TSDC                               |
| <b>CNTY TSDC AREA</b>            | Countywide TSDC Area                          |
| <b>COUR &amp; MAIL OPS</b>       | Courier & Mail Operations                     |
| <b>CRT SUP SVCS</b>              | Court Supervision Services                    |
| <b>CRIM DIV</b>                  | Criminal Division                             |
| <b>CRIT INCID RESP</b>           | Critical Incident Response                    |
| <b>CURR PLAN</b>                 | Current Planning                              |
| <b>CUST</b>                      | Custody                                       |
| <b>DAMS RDS</b>                  | Damascus Roads                                |
| <b>DAMS TXPYR RFND</b>           | Damascus Taxpayer Refund                      |
| <b>DEBT</b>                      | Debt  |
| <b>DC</b>                        | Deferred Compensation                         |
| <b>DENT</b>                      | Dental  |
| <b>DENT INSUR</b>                | Dental Insurance                              |
| <b>DEPT APPS</b>                 | Departmental Applications                     |
| <b>DEST DEV &amp; COMMS RELS</b> | Destination Development & Community Relations |
| <b>DEVM AGNY PAY</b>             | Development Agency Payroll                    |
| <b>DEV ENG</b>                   | Development Engineering                       |
| <b>DEV DISAB</b>                 | Developmental Disabilities                    |
| <b>DIR OFF</b>                   | Director's Office                             |
| <b>DIR OFF TEAM</b>              | Director's Office Team                        |
| <b>DISAB INSUR</b>               | Disability Insurance                          |
| <b>DIST ACTIV</b>                | Disaster Activation                           |
| <b>DM</b>                        | Disaster Management                           |
| <b>DM EVNT</b>                   | Disaster Management Events                    |
| <b>DM GRNT</b>                   | Disaster Management Grants                    |
| <b>DOG PRT &amp; ENFRC</b>       | Dog Protection & Enforcement                  |
| <b>DOG SVCS</b>                  | Dog Services                                  |
| <b>EAP</b>                       | EAP/Wellness                                  |
| <b>ECON DEV</b>                  | Economic Development                          |
| <b>ELEC</b>                      | Elections                                     |
| <b>EMP &amp; LBR REL</b>         | Employee & Labor Relations                    |
| <b>EMP DEV &amp; TRNG</b>        | Employment Development & Training             |
| <b>ENRGY ASST</b>                | Energy Assistance                             |
| <b>ELED</b>                      | Enhanced Law Enforcement District             |
| <b>ENV HLTH</b>                  | Environmental Health                          |
| <b>ENV MON</b>                   | Environmental Monitoring                      |
| <b>EQ CST POOL</b>               | Equipment Cost Pool                           |
| <b>EQI</b>                       | Equity, Diversity & Inclusion                 |
| <b>EVAL &amp; TRMT</b>           | Evaluation & Treatment                        |
| <b>EXEC LDR &amp; ADMN</b>       | Executive Leadership & Administration         |
| <b>EX4H</b>                      | Extension and 4H Service District             |
| <b>FAC ADMN SVCS</b>             | Facilities Administrative Services            |
| <b>FAC CONST</b>                 | Facilities Construction                       |

## Program Acronym

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|                                |  |
|--------------------------------|--|
| <b>FAC MGMT</b>                | Facilities Maintenance                                   |
| <b>FJC</b>                     | Family Justice Center                                    |
| <b>FFC BNDS</b>                | FFC Bonds  |
| <b>FLD OPS &amp; MNT</b>       | Field Operations & Maintenance                           |
| <b>FIN MTRPL</b>               | FIN Motorpool  |
| <b>FIN PRM RENT PRGM</b>       | FIN Permanent Rental Program                             |
| <b>FIN</b>                     | Finance  |
| <b>FIN MGMT</b>                | Financial Management                                     |
| <b>FIN MGMT &amp; ANLY</b>     | Financial Management & Analysis                          |
| <b>FSS</b>                     | Financial Systems Support                                |
| <b>FLT</b>                     | Fleet  |
| <b>FLT MGMT</b>                | Fleet Management   |
| <b>FSTRY</b>                   | Forestry   |
| <b>GIS</b>                     | Geographic Information                                   |
| <b>GLAD LIB</b>                | Gladstone Library  |
| <b>GLADSTN</b>                 | Gladstone Pediatric Clinic & School-Based Health Centers |
| <b>GO DBT</b>                  | GO Debt  |
| <b>GOVT &amp; EXT REL</b>      | Government & External Relations                          |
| <b>GRNT</b>                    | Grants   |
| <b>HACC PAY</b>                | HACC Payroll   |
| <b>HLT CTRS ADMN</b>           | Health Centers Administration                            |
| <b>HACC</b>                    | Housing Authority of Clackamas County                    |
| <b>HSNG PLC &amp; RET</b>      | Housing Placement & Retention                            |
| <b>HSNG SUPP</b>               | Housing Support  |
| <b>HV TSDC</b>                 | HV Joint Area TSDC                                       |
| <b>HV TSDC SBARA</b>           | HV Joint TSDC Subarea                                    |
| <b>INFT DIS CTRL</b>           | Infectious Disease Control & Prevention                  |
| <b>INMTE WELF</b>              | Inmate Welfare   |
| <b>INTL AUD</b>                | Internal Audit   |
| <b>INVGT</b>                   | Investigations   |
| <b>JAIL</b>                    | Jail   |
| <b>JUV INTKE &amp; ASS CTR</b> | Juvenile Intake and Assessment Center                    |
| <b>LAB &amp; EMP</b>           | Labor & Employment                                       |
| <b>LBA</b>                     | Land Bank Authority                                      |
| <b>LAND USE</b>                | Land Use, Development Review & Permitting                |
| <b>LAW LIB SVCS</b>            | Law Library Services                                     |
| <b>LEAD &amp; ADMN</b>         | Leadership & Administration                              |
| <b>LIBSD</b>                   | Library District   |
| <b>LIB SUPP SVCS</b>           | Library Support Services                                 |
| <b>LID CONST</b>               | LID Construction   |
| <b>LIT</b>                     | Litigation   |
| <b>LNG RNG PLAN</b>            | Long-Range Planning                                      |
| <b>MRKT &amp; COMMS</b>        | Marketing & Communication                                |
| <b>MED EXAM OFF</b>            | Medical Examiner's Office                                |
| <b>MED INSUR</b>               | Medical Insurance  |
| <b>NAT AREAS</b>               | Natural Areas  |
| <b>NCPRD ADMN</b>              | NCPRD Administration                                     |
| <b>NCPRD PAY</b>               | NCPRD Payroll  |
| <b>NETWK SVCS</b>              | Network Services   |
| <b>NON D</b>                   | Non Departmental   |
| <b>NON PRGM</b>                | Non-Program  |
| <b>NUTRI</b>                   | Nutrition  |
| <b>OAK LDGE LIB</b>            | Oak Lodge Library  |

## Program Acronym

|                                |  |
|--------------------------------|--|
| <b>OCF GRT STRT</b>            | OCF Great Start                                  |
| <b>CNTY ADMN</b>               | Office of County Administrator                   |
| <b>ECON DEV</b>                | Office of Economic Development                   |
| <b>OFF PH EMER SVCS</b>        | Office of Public Health Emergency Services       |
| <b>OFF SUST</b>                | Office of Sustainability                         |
| <b>A&amp;T</b>                 | Office of the Assessor & Tax Collector           |
| <b>CLRK</b>                    | Office of the Clerk                              |
| <b>CNTY CNSL</b>               | Office of the County Counsel                     |
| <b>OFF DIR</b>                 | Office of the Director                           |
| <b>DA</b>                      | Office of the District Attorney                  |
| <b>CCSO</b>                    | Office of the Sheriff                            |
| <b>OLD CCDA PAY</b>            | OLD Development Agency Payroll                   |
| <b>OLD NCPR PAY</b>            | OLD NCPRD Payroll                                |
| <b>OLD WES PAY</b>             | OLD WES (Utilities) Payroll                      |
| <b>OLD ADLT SVCS</b>           | Older Adult Services                             |
| <b>ODI</b>                     | Operational Development & Innovation             |
| <b>OP SUPP</b>                 | Operational Support                              |
| <b>OP SUPP SVCS</b>            | Operational Support Services                     |
| <b>OPI</b>                     | Oregon Project Independence                      |
| <b>OTRH &amp; ENG</b>          | Outreach & Engagement                            |
| <b>PRK &amp; FAC ADMN</b>      | Parks and Facility Maintenance                   |
| <b>PRK TRL &amp; NAT</b>       | Parks, Trails & Natural Areas                    |
| <b>PPS</b>                     | Parole & Probation Supervision                   |
| <b>PAR &amp; PRB</b>           | Parole and Probation                             |
| <b>PSSPT</b>                   | Passport   |
| <b>PTRL</b>                    | Patrol   |
| <b>PAYRLL</b>                  | Payroll  |
| <b>PEER DEL</b>                | Peer Delivered                                   |
| <b>PRF CLCK</b>                | Performance Clackamas                            |
| <b>PRMT SVCS</b>               | Permit Services                                  |
| <b>PERS EMP CONT</b>           | PERS Employer Contribution                       |
| <b>PLAN</b>                    | Planning   |
| <b>POM</b>                     | Plant Operations & Maintenance                   |
| <b>PPP</b>                     | Policy, Performance & Partnerships               |
| <b>PPR</b>                     | Policy, Performance & Research                   |
| <b>POS YTH DEV</b>             | Positive Youth Development                       |
| <b>PST ADJ</b>                 | Post-Adjudication                                |
| <b>PRECHRG ASST</b>            | Pre-Charging Assistance                          |
| <b>PRTRL SVCS</b>              | Pretrial Services                                |
| <b>PRVT STGM RED</b>           | Prevention & Stigma Reduction                    |
| <b>PREV SVCS</b>               | Prevention Services                              |
| <b>PRVT INTV FAM SUPP</b>      | Prevention, Early Intervention, & Family Support |
| <b>PRIM CARE</b>               | Primary Care                                     |
| <b>PROC &amp; CONT SVCS</b>    | Procurement & Contract Services                  |
| <b>PRF STND</b>                | Professional Standards                           |
| <b>PROP DIS</b>                | Property Disposition                             |
| <b>PROP REC &amp; CUST SVC</b> | Property Records & Customer Service              |
| <b>PHA</b>                     | Public Health Administration                     |
| <b>PIO</b>                     | Public Information Office                        |
| <b>PLC</b>                     | Public Land Corner                               |
| <b>PSTC</b>                    | Public Safety Training Center                    |
| <b>PEG</b>                     | Public, Education, & Government                  |
| <b>REC</b>                     | Recording  |

## Program Acronym

|                            |   |
|----------------------------|---|
| <b>REC MGMT</b>            | Records Management                            |
| <b>RECTN</b>               | Recreation                                    |
| <b>RECM SLCT</b>           | Recruitment & Selection                       |
| <b>RCTP</b>                | Region Cooperative Tourism Program            |
| <b>REG PLCY COOR</b>       | Regional Policy Coordination                  |
| <b>REGT</b>                | Regulatory                                    |
| <b>REIG</b>                | Reintegration                                 |
| <b>RES TRMT &amp; CNSL</b> | Residential Treatment & Counseling            |
| <b>RES REC</b>             | Resource Recovery                             |
| <b>RESU</b>                | Restitution                                   |
| <b>REV COLL AGY</b>        | Revenue Collected on Behalf of Other Agencies |
| <b>RSK ADMN</b>            | Risk Administration                           |
| <b>SFTY NET SVCS</b>       | Safety Net Services                           |
| <b>SFTY OFF ST</b>         | Safety Off The Streets                        |
| <b>SPTC</b>                | Septic  |
| <b>CCSO LVY</b>            | Sheriff Operating Levy                        |
| <b>SS</b>                  | Social Services                               |
| <b>SS ADMN</b>             | Social Services Administration                |
| <b>SPRT</b>                | Sports  |
| <b>ST REV DBT</b>          | State Revolving Loan Fund Debt                |
| <b>STONE CRK</b>           | Stone Creek Golf Club                         |
| <b>STRT &amp; PLCY</b>     | Strategy & Policy                             |
| <b>SDN5</b>                | Street Lighting                               |
| <b>SHS</b>                 | Supportive Housing                            |
| <b>SUS &amp; SOL WSTE</b>  | Sustainability & Solid Waste                  |
| <b>SDC</b>                 | System Development Charges                    |
| <b>SYS SUPP &amp; COOR</b> | System Support & Coordination                 |
| <b>TAX CERT COLL DIST</b>  | Tax Certification, Collection, & Distribution |
| <b>TAX</b>                 | Tax, Title, Land                              |
| <b>TECH OPS</b>            | Technical Operations                          |
| <b>TELECOMM SVCS</b>       | Telecommunication Services                    |
| <b>CTR PH</b>              | The Center for Population Health              |
| <b>TRAFF ENF</b>           | Traffic Enforcement                           |
| <b>TRAF SAFE</b>           | Traffic Safety                                |
| <b>TRAIN WELL</b>          | Training & Wellness                           |
| <b>TRNSACT</b>             | Transactional                                 |
| <b>TRT</b>                 | Transient Room Tax                            |
| <b>TRANSPT</b>             | Transportation                                |
| <b>TRANS ENG CONST</b>     | Transportation Engineering & Construction     |
| <b>TRANS MAINT</b>         | Transportation Maintenance                    |
| <b>TRSRY</b>               | Treasury                                      |
| <b>UNEMP</b>               | Unemployment                                  |
| <b>UR</b>                  | Urban Renewal                                 |
| <b>UTIL</b>                | Utilities                                     |
| <b>VAL ADJ</b>             | Value Adjustment                              |
| <b>VEH MAINT &amp; REP</b> | Vehicle Maintenance & Repair                  |
| <b>VA SVCS</b>             | Veteran Services                              |
| <b>VICT ASST</b>           | Victim Assistance                             |
| <b>VICT SVCS</b>           | Victim Services                               |
| <b>VITAL</b>               | Vital Statistics                              |
| <b>VOL CONN</b>            | Volunteer Connection                          |
| <b>WTRSH PROT</b>          | Watershed Protection                          |

**Program Acronym**

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|                             |                                  |
|-----------------------------|----------------------------------|
| <b>WEATHER</b>              | Weatherization                   |
| <b>WES PAY</b>              | WES (Utilities) Payroll          |
| <b>WC</b>                   | Workers' Compensation            |
| <b>WRKFC</b>                | Workforce                        |
| <b>WRKFC DATA MGMT</b>      | Workforce Data Management        |
| <b>WRKFC PLAN &amp; DEV</b> | Workforce Planning & Development |