

## Staff response to various questions asked at and after the May 15, 2019 Budget Committee Meeting

<b>#</b>	<b><u>Topic</u></b>	<b><u>Inquiry</u></b>	<b><u>Source</u></b>	<b><u>Info</u></b>
<b>1</b>	<b>Returning Retirees</b>	BC wants a policy retired employees who return to work for the County part-time or as temps.	Full Committee	County has a policy. See attached
<b>2</b>	<b>Nonprofit Funding</b>	Requests to reformat the nonprofit funding list so it is split out by department, source of funding (Fed/State pass-through) and purpose/reason for funding.	Comms Schrader & Fischer	See attached
<b>3</b>	<b>Process</b>	Request for information on: a. the use of one-time resources to fund ongoing requirements in funds outside the General Fund; b. what will the new budget process look like; and c. opportunity to review a template of department presentations to see if it's tighter and clearer	Tom Feely	a. need clarification b. see write-up below c. templates went out to departments with committee feedback, committee was sent a copy via email on 5/16/19
<b>4</b>	<b>Past PLPs</b>	Request for current costs of ongoing PLPs on the 5-year list	Several	See write-up below
<b>5</b>	<b>Fee Recovery</b>	The Committee asked staff to draft a Fee Recovery policy for review at an upcoming BC meeting. It should address criteria for full cost as well as less than and greater than full cost recovery. It should use an equity lens. Milwaukie has a good policy.	Full Committee	This will be addressed by next year's Budget Committee
<b>6</b>	<b>removed</b>			
<b>7</b>	<b>CCBA</b>	Request to clarify funds going to CCBA - \$50K/year x 2 years or \$100K/year	Comm Schrader	See attached email from Gary Schmidt
<b>8</b>	<b>Maintenance Level calculations</b>	How were maintenance level increases determined (what were the percentages) and can we track what that net increase has been over time?	Comm Savas	See write-up below

9	Forecast	<p>1. Top 3-5 reasons for the change in the forecast (May '18-Mar &amp; May '19) and their magnitude</p> <p>2. Was the Sheriff under budgeted for the now filled FTEs in prior years?</p>	Tom Feely	<p>1. still working on info, will have at the first BC mtg</p> <p>2. Dept should address in their presentation</p>
10	Reduction Impacts	Request for departments to identify parties or priorities impacted by the cuts they took	Tom Feely	Depts will address in their Power Point presentations
11	Next year's process	More information about what the rightsizing effort in FY 2019-20 will look like, especially public involvement	Tom Feely	See write-up below
12	Courthouse	When is the County going out for a GO bond for the Courthouse? What level of reductions would be necessary if it doesn't pass? Shaun Coldwell asked for an update	Tom Feely	See write-up below
13	Mandated Services	From Stephen Madkour: During your budget committee meeting there were questions about which services the county is statutorily obligated to provide and perform. I am providing you with three different lists that identify these functions. These identify services. There likely are a number of other legislatively imposed benefits to employees that would influence budget decisions, but that are not included here, such as mandatory sick leave and equal pay etc.	Full Committee	See attached
14	Priorities	Commissioners want time to discuss County priorities with the full BC.	Commissioners	The schedule for Tues, May 28 <sup>th</sup> is adjusted to accommodate time for this discussion. See attached strategic plan.
15	Budget Msg	Section on Self-insurance needs to be revised	Laurel	New document attached, only page 12 has been revised

16	Sheriff	Information about the 460+ CCSO positions	Savas	See attached
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**#3b and #11 What will the new budget process look like? What will the rightsizing effort in FY 2019-20 look like, especially public involvement?**

We don't yet know for certain. When looking at compressing expenses or the root causes of expenses (since the revenue is a given and, in some cases, trending down) there are two major approaches commonly taken. One approach is short-term decisions to curb spending and/or encourage efficiencies; the other is a review/rework of the basis of budgeting and reconfiguring how budgeting is or otherwise said, changing the underlying assumptions about and approach to budgeting. We are considering both internally but this will require much more collaborative review and discussion with our departments. Rarely does one size fit all unless we have sufficient cause to require it.

Some short-term options that could be reviewed, some of which are potentially unpopular and might not receive enough support to be recommended. These include: hiring freezes; reviewing need for mid-management positions; investing in technology to automate processes and procedures; early retirement incentives; furloughs; reduce hours for public services; wage freezes; and others.

As for efforts to become financially sustainable, we are considering both systemic changes to how we spend and strategic review of our programmatic priorities. This will take time, focus, and openness to doing things differently. Some systemic changes that are typically considered could include everything from benefits practices adjustments (increasing employee contributions, decreasing or eliminating pick-ups like PERS, or changing opt out options) to buying in bulk through centralized purchasing to consolidating space utilization to reduce our facilities footprint and the rent and utilities we pay.

Strategic review of program and priorities can result in the restructure or elimination of programs that are not producing adequate results as well as the reorganization and centralization and/or consolidation of programs. By January 2020, it is expected that department budgets will be aligned to their strategic business plans (Managing For Results). This will help us assess whether programs are demonstrating a return on investment or achieving results; an inability to demonstrate these outcomes may be a basis for reducing or eliminating a program or service, if it is not statutorily mandated.

We expect to convene budget experts from departments to assist with developing a process for these exercises, engaging the Executive Management Team on a regular basis, communicating heavily with our bargaining units, and keeping the Board and Budget Committee informed and engaged. The effort will likely result in some policy considerations for the Board and the Budget Committee. It will also certainly require a higher level of public involvement which we will partner with PGA to plan.

**#4 PLP's** – Unfortunately there isn't time to complete this request. Many PLP's, particularly older ones, have been revised or adjusted over time. Additionally, most have been woven into the fabric of departmental budgets and so we'd need to enlist their help in analyzing the current cost. Instead, the purpose of the PLP list was to identify the type of policy decisions that have been made over time, and their magnitude. The list is not a value statement about the PLP's, but rather a point of information about how annual budgets can, and do, evolve outside of what would be considered support for maintenance levels of service.

**#8 Maintenance Level calculations** - The maintenance calculation for General Fund support (or Operating Subsidy Transfers) for FY19/20 was calculated using the same formula that the Budget Office has used in prior years. This formula takes into account how much General Fund the department received in the prior year, the cost of personnel increases, changes in allocated costs, and the percentage ratio of General Fund to Department Funding. No department received less than they did in the prior year. The initial calculation came in much higher than forecasted in May 2018; thus, we asked departments for 2-5% reductions in their general fund support.

**#12 Update on the Courthouse? When is the County going out for a GO bond? What level of reductions would be necessary if it doesn't pass?** We are currently waiting on the legislature's decision about our request for funding in the 2019-2021 biennium. We are attending community meetings and taking the opportunity to continue educating the public about the courthouse project. Staff is recommending that Nov 2019 is too early to pursue GO bond funding, and will propose that recommendation to the courthouse leadership team and Board of County Commissioners in June. We won't go out with a measure on the ballot until we are reasonably certain the public will support it. This puts the GO bond measure out to May 2020, Nov 2020, or even May 2021. In the interim, we have the opportunity to pursue bond anticipation notes which carry no repayment requirements until we actually go to the bond market. If a GO bond doesn't pass for all or a portion of the County's courthouse project costs, with Full Faith & Credit bonds we would be looking at a total additional debt service of \$10-\$12 million/year. That would precipitate catastrophic reductions so we are looking at options that marry lesser bond financing with a Public-Private Partnership (P3) approach or even full financing through a P3. Staff has been researching this over the past two months and will be speaking with the courthouse leadership team and the Board of County Commissioners about their findings in June.

**INQUIRY #1**  
**RETURNING RETIREES**

**FILED**

**MAR 25 2003**

*Clackamas County Clerk*

**RESOLUTION NO. 2003-38**

**A RESOLUTION ADOPTING A POLICY REGARDING TEMPORARY  
EMPLOYMENT OR CONTRACTS FOR PERSONAL SERVICES WITH  
FORMER COUNTY EMPLOYEES**

Whereas, the Board of County Commissioners finds it necessary to adopt a policy regarding procedures to be followed when offering a personal services contract or temporary employment to former county employees; and

Whereas, this policy shall replace the original Board Order 90-397, adopted April 19, 1990;

NOW, THEREFORE, be it resolved by the Board of County Commissioners that the following policy is adopted:

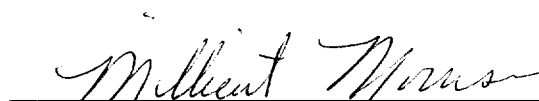
***Temporary Employment or Contracts for Personal Services with Former  
County Employees***

Before a personal services contract, or temporary employment is offered to a retired employee who has been retired less than a year, the department director or elected official must first receive written approval from the County Administrator. Personal services contracts must also be reviewed by County Counsel to determine if the former employee meets the test for an independent contractor.

Adopted this 13<sup>th</sup> day of March, 2003

***Clackamas County Board of Commissioners***

  
\_\_\_\_\_  
Bill Kennemer, Chair

  
\_\_\_\_\_  
Millicent Morrison, Recording Secretary



OFFICE OF COUNTY COUNSEL

PUBLIC SERVICES BUILDING  
2051 KAEN ROAD OREGON CITY, OR 97045

**Stephen L. Madkour**  
County Counsel

**David W. Anderson**  
**Kimberley Ybarra-Cole**  
**Kathleen Rastetter**  
**Scot A. Sideras**  
**Chris Storey**  
**Scott C. Ciecko**  
**Alexander Gordon**  
**Rhett C. Tatum**  
Assistants

To: Matt Ellington Undersheriff  
Nancy Drury, DES Director

Cc: Steve Wheeler, County Administrator

From: Stephen L. Madkour and David W. Anderson, Office of County Counsel

Date: December 14, 2011

Re: Appointment of retirees as temporary employees

You asked whether the Sheriff is required to follow the County's policy requiring County Administrator approval before the Sheriff can hire, as a temporary employee, a person who has retired from regular county employment within the prior year. The County policy is contained in a resolution adopted by the County Commissioners in 2003 (Resolution No. 2003-38, copy attached).

We answer that the Sheriff is not required to obtain the County Administrator's approval for the hiring of a temporary employee under these circumstances, if the Sheriff has budget authority from the Board of County Commissioners to hire the employee.

Analysis of this question starts with the Oregon Revised Statutes:

**“ORS 204.116 Compensation of county officers, deputies and employees to be fixed by county governing body; disposition of fees.**

“(1) Except as otherwise provided by law, the governing body of each county shall fix the compensation of its own members and of every other county officer, deputy and employee when the compensation of such individuals is paid from county funds.”

**“ORS 204.601 Number and appointment of deputies and other employees.**

“(1) The county court or board of county commissioners of each county shall fix the number of deputies and employees of county officers whose compensation is to be paid from county funds.

“(2) All such deputies and employees *shall be appointed by such county officer*, and shall hold office during the pleasure of the appointing officer.” [1953 c.306 §9] [emphasis added].

December 14, 2011

Re: Appointment of retirees as temporary employees

Page | 2

The Board of County Commissioners is the governing body of the County. It adopts the budget for the entire County, including the Sheriff's Office, establishes the number of regular positions in each department, establishes budget lines available for the wages of temporary employees, and fixes the compensation ranges payable to county employees, including those employees working for the Sheriff. However, the Sheriff is the official who appoints the employees in his office, and the Sheriff has statutory authority to organize the sheriff's office and direct the work of those employees.

**“ORS 204.635 Deputies of sheriff; special appointments; authority of deputy; liability of sheriff for certain deputies.**

“(1) A sheriff's deputies shall be appointed by the sheriff in writing and continue during the pleasure of the sheriff. The sheriff of any county may appoint deputies in the county for the purpose only, and with authority only, to receive and serve summons and civil process in any suit or action. A certified copy of the appointment of a deputy sheriff shall be filed with the county clerk, and the person appointed shall, before entering upon the duties of the office, take and file with the county clerk the oath of office.”

\* \* \* \* \*

**“ORS 206.210 Authority of sheriff over organization of office.** Notwithstanding the provisions of ORS 241.016 to 241.990 or any other county civil service law or regulation, the sheriff may organize the work of the office of the sheriff so that:

“(1) The various duties required of the office may be assigned to appropriate departments and divisions to be performed by persons experienced and qualified for such respective kinds of work.

“(2) The duties of the various assistants, officers and deputies of the sheriff are coordinated so that, when not engaged in a particular duty specified or directed to be done and not then requiring attention, such persons shall perform the other duties required of the office and then required to be done.

“(3) The cooperation among assistants, officers, deputies and employees in the departments and divisions may be secured for the purposes of avoiding duplication of time and effort.” [1963 c.331 §2]

Once the Board of Commissioners has established a budget for the Sheriff's Office, it is within the function of the Sheriff as a elected official to choose which persons to appoint to the budgeted regular positions in his office, or to appoint to temporary positions for which budget line authority has been granted, as long as he does so consistent with applicable law. The reference in ORS 204.601 to “appointment by such county officer” establishes the authority of the Sheriff to appoint the deputies and employees whom he has been authorized to hire under the budget approved by the Board of Commissioners.

It is our opinion that Resolution No. 2003-38 cannot remove the authority of the Sheriff to appoint the “deputies and employees” that his budget allows.



December 14, 2011

Re: Appointment of retirees as temporary employees

Page | 3

The County Administrator's authority is not addressed in the Oregon Revised Statutes. It comes rather from the County Code:

County Code section 2.09.060 A:

"The County Administrator shall be the Chief Administrative Officer of the County and all County service districts, if that authority is delegated by the board of the district. The County Administrator shall be responsible to the Board of County Commissioners for the administration and management of the County and its service districts and shall have control and supervision of all administrative departments, divisions, offices, districts and agencies subject to his or her jurisdiction, except County Counsel, or as otherwise provided by law. The County Administrator shall exercise no authority over the actions of elected County officials while they are performing the duties of their offices.

County Code section 2.09.060 C

"It shall be within the specific authority of the County Administrator to perform all day-to-day functions necessary for the administration and management of County affairs and the affairs of County service districts, if delegated. Such authority includes but is not limited to the following:"

\* \*\*

"5. Select, appoint, supervise, discipline or dismiss all County Administration staff and all employees designated as appropriate for unclassified status under Section 2.05.040(3)(B)(11), except the County Counsel and any elected officers. The County Administrator has the authority to sign employment contracts for such designated unclassified employees, consistent with other employment contracts. The County Administrator shall consult the Board on these matters.

"6. Manage and administer the County and service districts personnel programs. Prepare and recommend to the Board employee compensation plans."

None of these provisions to the County Code contradict the provisions of the Oregon Revised Statutes quoted above. It is therefore unnecessary to consider whether the Board of Commissioners could, through the use of its legislative authority in adopting the County Administrator chapter of County Code, override the authority of the Sheriff under ORS 204.601.

# **INQUIRY #2**

## **NONPROFIT FUNDING**

**PAYMENTS ~ July-April of FY 2018-19**

RECEIVING ORGANIZATION	DEPARTMENT	FUNDING SOURCE	AMOUNT
CHILDRENS CENTER OF CLACKAMAS COUNTY^	DA	Other Special Payments	\$60,000
ARTS ACTION ALLIANCE FOUNDATION	Tourism **	Other Special Payments	\$199,359
REGIONAL ARTS & CULTURE COUNCIL	Tourism **	Other Special Payments	\$100,000
<b>TOTAL</b>			<b>\$359,359</b>
CLACKAMAS COUNTY BUSINESS ALLIANCE	BCS	Pmts Local Govt&Other Agencies	\$100,000
GREATER PORTLAND INC	BCS	Pmts Local Govt&Other Agencies	\$25,000
REDISCOVER THE FALLS	BCS	Pmts Local Govt&Other Agencies	\$30,000
CLACKAMAS COUNTY FIRE DIST #1	H3S	Pmts Local Govt&Other Agencies	\$98,208
FOOTHILLS COMMUNITY CHURCH	H3S	Pmts Local Govt&Other Agencies	\$1,250
HOODLAND SENIOR CENTER INC^	H3S	Pmts Local Govt&Other Agencies	\$25
TUALATIN VALLEY FIRE & RESCUE INC	H3S	Pmts Local Govt&Other Agencies	\$36,009
<b>TOTAL</b>			<b>\$290,492</b>
CHILDRENS CENTER OF CLACKAMAS COUNTY^	Corrections	Pymts to Subrecipient Non Fed	\$31,623
CLACKAMAS WOMENS SERVICES^	Corrections	Pymts to Subrecipient Non Fed	\$31,624
NORTHWEST FAMILY SERVICES^	Corrections	Pymts to Subrecipient Non Fed	\$36,250
SAFETY COMPASS^	Corrections	Pymts to Subrecipient Non Fed	\$21,082
CHILDRENS CENTER OF CLACKAMAS COUNTY^	DA	Pymts to Subrecipient Non Fed	\$270,000
ANT FARM INC^	H3S *	Pymts to Subrecipient Non Fed	\$8,890
CASCADE AIDS PROJECT	H3S *	Pymts to Subrecipient Non Fed	\$26,262
CHILDRENS CENTER OF CLACKAMAS COUNTY^	H3S *	Pymts to Subrecipient Non Fed	\$151,500
CLACKAMAS COUNTY CHILDRENS COMMISSION^	H3S *	Pymts to Subrecipient Non Fed	\$12,007
CLACKAMAS SERVICE CENTER INC	H3S *	Pymts to Subrecipient Non Fed	\$9,510
CLACKAMAS WOMENS SERVICES^	H3S *	Pymts to Subrecipient Non Fed	\$197,017
COMMUNITY LIVING ABOVE^	H3S *	Pymts to Subrecipient Non Fed	\$15,000
FOLKTIME INC^	H3S *	Pymts to Subrecipient Non Fed	\$3,506
FOOTHILLS COMMUNITY CHURCH	H3S *	Pymts to Subrecipient Non Fed	\$50,601
FRIENDS OF ESTACADA COMMUNITY CENTER INC	H3S *	Pymts to Subrecipient Non Fed	\$18,785
GROWING GARDENS	H3S *	Pymts to Subrecipient Non Fed	\$4,930
HOODLAND SENIOR CENTER INC^	H3S *	Pymts to Subrecipient Non Fed	\$30,031
LIFEWORKS NW	H3S *	Pymts to Subrecipient Non Fed	\$54,000
LOVE IN THE NAME OF CHRIST OF CLACKAMAS	H3S *	Pymts to Subrecipient Non Fed	\$2,406
MOLALLA COMMUNITIES THAT CARE	H3S *	Pymts to Subrecipient Non Fed	\$10,000
NORTHWEST FAMILY SERVICES^	H3S *	Pymts to Subrecipient Non Fed	\$341,948
OREGON CITY SCHOOL DIST #62	H3S *	Pymts to Subrecipient Non Fed	\$14,950
OREGON IMPACT INC^	H3S *	Pymts to Subrecipient Non Fed	\$7,398
PROJECT ACCESS NOW	H3S *	Pymts to Subrecipient Non Fed	\$20,000
TODOS JUNTOS^	H3S *	Pymts to Subrecipient Non Fed	\$27,199
WILLAMETTE NEIGHBORHOOD HOUSING SERVICES	H3S *	Pymts to Subrecipient Non Fed	\$7,500
<b>TOTAL</b>			<b>\$1,404,019</b>
CASCADE AIDS PROJECT	H3S *	Pymts to Subrecipients Federal	\$40,758
CLACKAMAS WOMENS SERVICES^	H3S *	Pymts to Subrecipients Federal	\$63,115
FOLKTIME INC^	H3S *	Pymts to Subrecipients Federal	\$168,330
FOOTHILLS COMMUNITY CHURCH	H3S *	Pymts to Subrecipients Federal	\$27,639
FRIENDS OF ESTACADA COMMUNITY CENTER INC	H3S *	Pymts to Subrecipients Federal	\$27,743
HOODLAND SENIOR CENTER INC^	H3S *	Pymts to Subrecipients Federal	\$22,034
LEGAL AID SERVICES OF OREGON INC	H3S *	Pymts to Subrecipients Federal	\$36,346
NORTHWEST FAMILY SERVICES^	H3S *	Pymts to Subrecipients Federal	\$201,232
NORTHWEST HOUSING ALTERNATIVES^	H3S *	Pymts to Subrecipients Federal	\$11,093
SENIOR CITIZENS COUNCIL OF CLACKAMAS CO	H3S *	Pymts to Subrecipients Federal	\$54,733
THE FATHERS HEART STREET MINISTRY	H3S *	Pymts to Subrecipients Federal	\$5,000
THE INN HOME FOR BOYS INC^	H3S *	Pymts to Subrecipients Federal	\$8,325
TODOS JUNTOS^	H3S *	Pymts to Subrecipients Federal	\$122,152
<b>TOTAL</b>			<b>\$788,500</b>
* H3S subrecipient payments: grants to community providers (Federal or State \$\$)			
** Tourism Other Special Payments: Board approved support (General Fund \$\$)			

**SMALL GRANTS PROGRAM \* ~ July-April of FY 2018-19**

RECEIVING ORGANIZATION	DEPARTMENT	FUNDING SOURCE	AMOUNT
A VILLAGE OF ONE	Non D	Clackamas Small Grants Program	\$4,000
AMERICAN MILITARY ENCOURAGEMENT NETWORK	Non D	Clackamas Small Grants Program	\$8,430
BUILDING BLOCKS 4 KIDS	Non D	Clackamas Small Grants Program	\$12,000
CASA OF CLACKAMAS COUNTY	Non D	Clackamas Small Grants Program	\$5,000
CENTRAL CITY CONCERN INC	Non D	Clackamas Small Grants Program	\$5,000
CHRIST THE VINE LUTHERAN CHURCH	Non D	Clackamas Small Grants Program	\$7,000
CLACKAMAS COUNTY COUNCIL OF PTA'S	Non D	Clackamas Small Grants Program	\$3,000
CLACKAMAS COUNTY FIRE DIST #2	Non D	Clackamas Small Grants Program	\$7,000
CLACKAMAS WOMENS SERVICES^	Non D	Clackamas Small Grants Program	\$7,000
COLTON HELPING HANDS INC	Non D	Clackamas Small Grants Program	\$4,000
ECUMENICAL MINISTRIES OF OREGON	Non D	Clackamas Small Grants Program	\$10,000
EVANGELICAL MINISTERIAL ASSCIATION	Non D	Clackamas Small Grants Program	\$5,000
FAMILY PROMISE OF TUALATIN VALLEY	Non D	Clackamas Small Grants Program	\$5,000
FIRST PRESBYTERIAN CHURCH OF OREGON CITY	Non D	Clackamas Small Grants Program	\$10,000
FORT KENNEDY	Non D	Clackamas Small Grants Program	\$10,000
GLADSTONE SCHOOL DIST #115	Non D	Clackamas Small Grants Program	\$15,000
LEWIS & CLARK MONTESSORI CHARTER SCHOOL	Non D	Clackamas Small Grants Program	\$10,000
LIFE CHRISTIAN CENTER	Non D	Clackamas Small Grants Program	\$10,000
LIONS FOUNDATION OF WEST LINN	Non D	Clackamas Small Grants Program	\$770
LOVE IN THE NAME OF CHRIST OF CLACKAMAS	Non D	Clackamas Small Grants Program	\$3,000
LOVE ONE	Non D	Clackamas Small Grants Program	\$12,300
MILWAUKIE AMERICAN LEGION POST 180	Non D	Clackamas Small Grants Program	\$2,000
MOLALLA AQUATIC DISTRICT	Non D	Clackamas Small Grants Program	\$2,000
NORTHWEST FAMILY SERVICES^	Non D	Clackamas Small Grants Program	\$5,000
NORTHWEST HOUSING ALTERNATIVES^	Non D	Clackamas Small Grants Program	\$5,000
OAK HILLS PRESBYTERIAN CHURCH	Non D	Clackamas Small Grants Program	\$3,000
OREGON COMMUNITY WAREHOUSE	Non D	Clackamas Small Grants Program	\$7,500
PROJECT LEMONADE INC	Non D	Clackamas Small Grants Program	\$5,000
SANDY COMMUNITY ACTION COUNCIL	Non D	Clackamas Small Grants Program	\$15,000
SOCIETY OF ST VINCENT DE PAUL SOCIETY	Non D	Clackamas Small Grants Program	\$28,000
THE ANGELS IN THE OUTFIELD INC	Non D	Clackamas Small Grants Program	\$7,500
THE CANBY CENTER INC	Non D	Clackamas Small Grants Program	\$10,000
THE FATHERS HEART STREET MINISTRY	Non D	Clackamas Small Grants Program	\$15,000
THELMAS PLACE INC	Non D	Clackamas Small Grants Program	\$5,000
TOOLS 4 TROOPS PBC INC	Non D	Clackamas Small Grants Program	\$4,500
TRILLIUM FAMILY SERVICES INC	Non D	Clackamas Small Grants Program	\$6,000
WEST LINN FOOD PANTRY ORG	Non D	Clackamas Small Grants Program	\$2,500
WITH LOVE OREGON, INC	Non D	Clackamas Small Grants Program	\$6,000
WORKFORCE INVESTMENT COUNCIL OF	Non D	Clackamas Small Grants Program	\$10,000
YOUTH VILLAGES INC	Non D	Clackamas Small Grants Program	\$7,500
<b>TOTAL</b>			<b>\$ 300,000</b>
* Clackamas Small Grants Program: grants program in the Board's office			

# **INQUIRY #7**

## **CCBA**



Service, Professionalism, Integrity, Respect,  
Individual accountability & Trust

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**From:** Schmidt, Gary  
**Sent:** Wednesday, May 15, 2019 6:01 PM  
**To:** BCC - All County Administration Staff <[bccadminstaff@co.clackamas.or.us](mailto:bccadminstaff@co.clackamas.or.us)>  
**Cc:** Zentner, Laura <[LZentner@clackamas.us](mailto:LZentner@clackamas.us)>  
**Subject:** FW: CCBA Update to BOC

Commissioners:

You asked about the county funding to the Clackamas County Business Alliance (CCBA) at today's budget committee meeting.

The County, through BCS, committed \$100,000 a year for two years to CCBA. Year one just ended in April.

I have asked CCBA to provide an annual report for how they spent the county's funds and what results they achieved. Once I have a written report, I will schedule a policy session update with you.

Thank you.

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**From:** Nellie deVries <[Nellie@dvstrategiesinc.com](mailto:Nellie@dvstrategiesinc.com)>  
**Sent:** Tuesday, May 14, 2019 5:15 PM  
**To:** Schmidt, Gary <[GSchmidt@clackamas.us](mailto:GSchmidt@clackamas.us)>  
**Cc:** Zentner, Laura <[LZentner@clackamas.us](mailto:LZentner@clackamas.us)>  
**Subject:** Re: CCBA Update to BOC

Thanks Gary. Will work to get you that document ASAP. Will be down in Salem tomorrow for the transportation hearing, but will have some time to work on the document this week.

Nellie

On May 14, 2019, at 4:51 PM, Schmidt, Gary <[GSchmidt@clackamas.us](mailto:GSchmidt@clackamas.us)> wrote:

Hi Nellie,

Thanks for the update. There is no set timeline and I was hoping to update the Commissioners around your first anniversary of the funding from the County, which I believe was April. After you have a completed document, I will schedule a policy session for you to update the Commissioners. Probably June or July at this point, due to the county budget hearings in May. I'll work with you on a date.

Thanks.

Gary

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**From:** Nellie deVries <[Nellie@dvstrategiesinc.com](mailto:Nellie@dvstrategiesinc.com)>

**Sent:** Monday, May 13, 2019 3:06 PM

**To:** Schmidt, Gary <[GSchmidt@clackamas.us](mailto:GSchmidt@clackamas.us)>

**Subject:** CCBA Update to BOC

Gary,

I hope this finds you well. I'm in the process of finalizing the document that I hope to present to the Board of County Commissioners. I need to run it by my officers for approval and will then send it your way soon. What is the timeline? Do you have a date you'd like me to present the information? I just want to be sure to get it on the calendar.

Hope you're having a good day.

























Nellie

**INQUIRY #13**  
**MANDATED SERVICES**



# SHARED STATE-COUNTY SERVICES

## SERVING THE CITIZENS OF OREGON

HEALTH & HUMAN SERVICES	PUBLIC SAFETY	NATURAL RESOURCES & RECREATION	TRANSPORTATION, LAND USE & ECONOMIC DEV.	OTHER COMMUNITY SERVICES
Child Protection 	Appellate Court	State Parks	State Highways 	Administrative Services
Housing	State Police 	State Lands 	State Fair	Assessment & Taxation 
Mental Health Hospital	State Prison	Water Regulation	Land Use Planning & Coord.	PERS
Aging/Senior Services	Attorney General	Wildlife Regulation	Land Use Permitting	Employee/Labor Relations
Alcohol/Drug Treatment	Trial Courts	County Forest Trust Lands/ State Forest Management 	Highway & Road System 	Elections 
Alcohol/Drug Prevention	District Attorney	Habitat Restoration	Senior & Disabled Transport.	Extension Service 
Children & Families Svcs. 	911/Emerg. Communications	Wildlife/Predator Control	Energy Development	Telecommunications
Dev. Disabled Services 	Emergency Management	Federal Land Policy 	Engineering	Administrative Services
Mental Health Services 	Homeland Security	Noxious Weed Control	Building Permits & Inspection	Procurement
Oregon Health Plan Svcs. 	Community Corrections	Watermaster	Economic Development 	Recording Public Documents
Veterans Services	Court Security	County Forest Management	County Fair	County Library 
Public Health Services 	Juvenile Services 	County Parks 	Infrastructure Development	County Museums 
Environmental Health 	Marine Patrol	Vector Control	Surveying	County Service Districts
Housing Services	Drug Courts	Soil & Water Conservation	County Transportation System 	
Medical Examiner	County Law Library 			
Emergency Planning and Response	Sheriff Patrol 			
Solid Waste Management	Animal Control			
Recycling Programs	Justice Courts			
	Search and Rescue			
	County Jail			

Green = State-Provided Services

Red = State/County-Shared Services

Blue = County-Provided Services



Directly supports schools/education



STATE OF OREGON  
LEGISLATIVE COUNSEL COMMITTEE

January 16, 2009

Representative Arnie Roblan  
900 Court Street NE H272  
Salem OR 97301

Re: State Mandated County Services

Dear Representative Roblan:

We are writing in response to your inquiry about state mandated county services. You specifically requested a summary of the duties that a county must perform and the services that a county must provide under Oregon law. We have attached summaries of the statutory provisions that mandate these duties and services. We also have included summaries of provisions that do not mandate any particular service, but that still regulate certain county activities. We summarized these latter provisions because they regulate services that counties generally perform; as a result, these provisions substantially affect counties' responsibilities. For ease of reference, we also have included a bulleted list of these mandated duties and services.

We hope this research is helpful to you.

The opinions written by the Legislative Counsel and the staff of the Legislative Counsel's office are prepared solely for the purpose of assisting members of the Legislative Assembly in the development and consideration of legislative matters. In performing their duties, the Legislative Counsel and the members of the staff of the Legislative Counsel's office have no authority to provide legal advice to any other person, group or entity. For this reason, this opinion should not be considered or used as legal advice by any person other than legislators in the conduct of legislative business. Public bodies and their officers and employees should seek and rely upon the advice and opinion of the Attorney General, district attorney, county counsel, city attorney or other retained counsel. Constituents and other private persons and entities should seek and rely upon the advice and opinion of private counsel.

Very truly yours,

DEXTER A. JOHNSON  
Legislative Counsel

By

Mark B. Mayer  
Staff Attorney

Encl.

## COUNTY DUTIES AND SERVICES REQUIRED BY OREGON LAW

### CONTENTS

#### *Duties and Services Related to County Officials*

- County clerks
- Sheriffs
- County assessors
- County treasurers
- County surveyors
- District attorneys
- Medical examiners
- County commissioners and judges

#### *Duties and Services Related to Courts and Prisons*

- Circuit courts
- Justice courts
- Juvenile courts
- Prisons
- Community corrections

#### *Duties and Services Related to Land Use*

- Planning and zoning Responsibilities
- Urban service agreements

#### *Fiscal Duties and Services*

- Budgeting
- Levying of property taxes
- Assessment of taxable property
- Annual audits
- County school fund

#### *Duties and Services Related to County Roads*

- Regulation and financing of county roads, local access roads and trails

#### *Other Mandated Duties and Services*

- Civil service commission
- Emergency management
- Solid waste disposal
- Mental health services
- Public health services
- Homeless removal policy

### SUMMARIES

#### *I. Duties and Services Relating to County Officials*

##### **Establishment of County Officials**

A county's electorate *must* elect a sheriff, a county clerk, a county assessor, a county treasurer, a county surveyor and the appropriate number of county commissioners. ORS 204.005. The county's governing body *must* determine a compensatory amount for these officers, and the county *must* compensate them. ORS 204.116. Additionally, the county's governing body *may* hire other county employees. ORS 204.601. If a county hires additional employees, it *must* determine a compensatory amount for those employees and it *must* compensate them. ORS 204.601.

##### **County Clerks**

A county clerk *must* keep and maintain the county's records, including the County Clerk Lien Record. ORS 205.110 (1), 205.130 (3)(c). In these records, a county clerk *must* file deeds,

mortgages and all other documents that affect the title of a piece of property. ORS 205.130. A county clerk also *must* file certified copies of death certificates. ORS 205.130 (2)(c). Finally, a county clerk *must* conduct elections. ORS 246.200. To do so, a county clerk *must*:

- (1) *Register* all individuals who properly submit a voter registration card;
- (2) *Maintain* the voter register;
- (3) *Deliver* and safeguard absentee ballots;
- (4) *Publish* and distribute voter pamphlets; and
- (5) *Process* all voter ballots. ORS chapters 247, 253, 254.

A county *must* pay for the clerk's election-related expenses. ORS 246.250 (2).

The county clerk's office *must* be open from 9 a.m. to 4 p.m. on nonholiday weekdays, except on election days, when the office must be open from 7 a.m. to 8 p.m. ORS 205.242 (1), 246.270. That said, if a county is experiencing a fiscal emergency, its governing body *may* shorten the office's hours of operation. ORS 205.242 (2).

County clerks also have duties relating to the operation of county boards of property tax appeals. ORS chapter 309. Those duties are more thoroughly described in part IV.

## **Sheriffs**

A sheriff *must* arrest and imprison violators of the law. ORS 206.010 (1). To facilitate the fulfillment of these duties, a county *must* provide its sheriff with an office in the building that serves as the county court. ORS 206.180. Additionally, a sheriff *must*:

- (1) *Maintain* order in the sheriff's county;
- (2) *Execute and process* court orders and warrants;
- (3) *Obey* the orders of any court that has jurisdiction over the county (for instance, a court may order a sheriff to take personal property into the sheriff's custody when that property is subject to a lien); and
- (4) *Keep a record* of all fees. ORS 206.010, 206.020, 206.030.

Sheriffs also have duties relating to the operation of county prisons and the disposition of county lands. ORS chapters 169, 275. Those duties are more thoroughly described in part II.

## **County Treasurers**

A county treasurer *must* receive moneys paid to the county and disburse payments made by the county. ORS 208.010. The treasurer *must* keep a record of these payments and disbursements and *must* separate the record into distinct accounts. ORS 208.070. The treasurer also *must* file a monthly financial statement at the county court and *must* annually settle any debt owed by the county to the county court. ORS 208.090, 208.140.

Treasurers also have duties relating to the bookkeeping of road work expenditures. ORS chapter 368. Those duties are more thoroughly described in part V.

## **County Surveyors**

A county surveyor *must* conduct surveys of county land when a court orders the county surveyor to do so. ORS 209.030. A county surveyor also *must* approve plats of subdivisions and

partitions and number those plats. ORS 92.050 (4)(a) and (b). Additionally, a county surveyor *must*:

- (1) *Keep a record* of all surveys conducted by the county and its officers;
- (2) *Establish or reestablish* all public land survey corners;
- (3) *Maintain* those survey corners; and
- (4) *Keep a record* of those survey corners. ORS 209.070.

A county's governing body *must* determine a compensatory amount for the county surveyor, and the county *must* compensate the surveyor. ORS 209.080. The county also *must* pay for the surveyor's materials and other job-related expenses. ORS 209.230.

### **District Attorneys**

A district attorney *must* prosecute violators of the law. ORS 8.650. That process includes the initiation of indictment proceedings. ORS 8.660. Additionally, a district attorney *must*:

- (1) *Administer* laws on public assistance and support enforcement;
- (2) *Collect* state penalties and forfeitures;
- (3) *Assist* the juvenile court; and
- (4) *Advise and represent* county officers and employees; *unless* the county's governing body appoints legal counsel to handle those duties. ORS 8.675 to 8.690, 203.145.

Although the state has the responsibility of paying a district attorney's salary, a county *may* supplement that salary. ORS 8.830, 8.852. A county *must* determine the number and compensation of deputy district attorneys, and the county *must* pay those attorneys with county funds. ORS 8.760.

### **Medical Examiners**

A county's governing body *must* appoint a medical examiner to investigate questionable deaths. ORS 146.065 (1). A county *must* pay for the medical examiner's expenses, including equipment, maintenance costs, investigation costs and compensation. ORS 146.075 (2) and (4). Additionally, a county *must* pay for the burial of any unclaimed bodies. ORS 146.075 (5). ORS chapter 146 also sets forth the procedure for investigating deaths. Medical examiners and sheriffs *must* follow these procedures.

### **County Accountants**

A county is not required to employ a county accountant. ORS 210.100. However, if a county chooses to employ a county accountant, the county accountant *must* comply with the regulations in ORS chapter 210.

### **Other County Officials**

Additionally, counties *must* have a county assessor, a budget officer and budget committee, a county board of property tax appeals, an executive emergency management officer, a civil service commission and a land use planning director. ORS chapters 215, 241, 294, 308, 309, 401. The duties of those officials are more thoroughly described below.

## *II. Duties and Services Relating to Courts and Prisons*

### **Circuit Courts**

A county *must* provide its circuit courts with courtrooms, offices and jury rooms, and it *must* pay for the maintenance and utility costs of those facilities. ORS 1.185 (1)(a). Although the state pays for these courts' supplies and materials, a county *must* pay for a court's other expenses. ORS 1.185 (1)(b) and (2).

### **Justice Courts**

A county is not required to establish a justice court. ORS 51.020. However, if a county establishes a justice court, it *must* provide that court's justice of the peace with equipment, supplies, books, records and statutory materials. ORS 51.140. The county *may* provide the justice of the peace with a courtroom and clerical assistance. ORS 51.140 (1). ORS chapter 51 also sets forth basic guidelines for regulating justice courts. If a county chooses to establish a justice court, it *must* comply with the regulations in ORS chapter 51.

### **County Courts**

A county is not required to operate a county court. It may, instead, establish a board of county commissioners according to the procedures set forth in ORS chapter 203. However, if a county chooses to operate a county court, it *must* comply with the regulations in ORS chapter 5.

### **Juvenile Courts**

A county *must* establish a county juvenile department and appoint one or more counselors to the juvenile department. ORS 419A.010 (1)(a). The juvenile department *must* conduct investigations, represent the interests of the child, ward, youth or youth offender and furnish information to and for the courts. The juvenile department *must* take charge of the child, ward, youth or youth offender before and after court hearings. ORS 419A.012. The juvenile department also *must* report annually to the Oregon Criminal Justice Commission. ORS 419A.014.

### **Prisons**

A county *must* have a correctional facility, *unless* an incorporated city within the county's boundaries contracts with the county to carry out that duty. ORS 169.030 (1) and (3). The county *must* use fireproof materials to build the facility, and it *must* build a sufficient number of suitably located fire exits. ORS 169.030. The county also *must* provide for the care of its prisoners. ORS 169.220.

Sheriffs are responsible for every prisoner in their county's correctional facility. ORS 169.320. ORS chapter 169 delineates the proper treatment of prisoners. ORS 169.105 to 169.220. To properly execute a sheriff's duties, a sheriff *must* comply with these regulations.

### **Community Corrections**

A county *must* take responsibility for felony offenders sentenced to 12 months or less. ORS 423.475. The county also *must* assume responsibility for community-based supervision,

sanctions and services for felony offenders who are on parole, probation, post-prison supervision or conditional-release. ORS 423.478 (2).

### *III. Duties and Services Relating to Land Use*

#### **Planning and Zoning**

A county *must* exercise its planning and zoning responsibilities. ORS 197.175 (1). To do so, a county's governing body *must* designate a land use planning director, and that director *must* administer a county's land use plan. ORS 215.042. That plan *must* be comprehensive in scope, and a county *must* maintain copies of the plan for public reference. ORS 215.050. Other than those mandates, a county has great discretion in conceiving and administering its land use plan. A county even *may* create more than one planning commission. ORS 215.020.

In many instances, a county *must* conduct a land use hearing to exercise its responsibility. Land use hearings *must* be conducted by a hearings officer, a planning commission or the county's governing body. ORS 215.406.

#### **Coordination with Cities**

A county *must* enter into an urban service agreement with any city that has a population of more than 2,500 persons. ORS 195.065 (1). The county *must* abide by the terms of that agreement. Additionally, a county *must* convoke all cities and special districts that declare an interest in providing a service. ORS 195.065 (2)(a).

#### **Coordination with Department of State Lands**

County officials *must* provide the Department of State Lands with any information or assistance that the department needs to perform its duties. ORS 273.155.

#### **Disposition of County Lands**

A county is not required to retain a particular amount of land; however, a county *must* retain land that is being used for county purposes. ORS 275.030 (1). Further, a county *must* adhere to certain procedures when it sells land. For example, if a county acquires land by foreclosure because the previous owner did not pay property taxes, the county sheriff *must* publish notice of the sale and *must* conduct the sale between 10 a.m. and 4 p.m. ORS 275.030 (2), 275.120, 275.140. When a county sells other types of property, it *may* choose the procedures to which it will adhere. ORS 275.030 (1), 275.225.

#### **Historical Properties**

Historical properties may be either publicly or privately owned. If a county owns a piece of historical property, the county's governing body *must* institute a policy to preserve that property. ORS 358.653 (1). To institute its policy, the governing body *must* consult with the State Historic Preservation Officer. ORS 358.653 (1). If a private land owner owns a piece of historical property, the county assessor *must* assess that property's value according to the provisions in ORS chapter 358. ORS 358.505 to 358.565. Finally, ORS chapter 358 *does not require* a county to establish a historical fund; however, if a county chooses to establish a historical fund, it *must* comply with the regulations in ORS chapter 358. ORS 358.171.

## *IV. Fiscal Duties and Services*

### **Budgeting**

A county's governing body *must* adopt a budget. To do so, the county's governing body *must* appoint a budget officer and a budget committee. ORS 294.331, 294.336. The county's governing body also *must* estimate the county's expenditures, revenue and resources, and the county *must* publish those estimates in a financial summary. ORS 294.352 to 294.386. On the basis of that summary, the budget committee *must* adopt a budget and publish a document that explains the rationale for the budget. ORS 294.391 to 294.435.

### **Levying of Taxes**

In July of each year, a county's governing body *must* determine the county's expenses. ORS 310.010. Once the county's governing body does so, it *must* levy property taxes to pay for those expenses. ORS 310.020. To levy a property tax, the governing body *must* follow certain procedures. ORS 310.055 to 310.110. The governing body also *must* follow specific procedures when it collects property taxes, imposes property tax liens and forecloses on those liens. ORS chapters 311, 312.

### **Property Assessment**

A county assessor *must* annually assess the value of all taxable property within the county. ORS 308.210 (1). Additionally, a county assessor *must*:

- (1) *Keep a record* of the county assessor's assessments;
- (2) *Update* that record to reflect changes in property ownership;
- (3) *Write* an annual report about the county's appraisal program;
- (4) *Keep a record* of property appraisals; and
- (5) *Collect* sales data to catalog the difference between each piece of property's selling price and fair market value. ORS 308.050, 308.210 (1) and (2), 308.234, 309.200 to 309.400.

### **Appraisal Appeals**

If a county appraisal reduces the value of a piece of property, and if the property owner properly submits an appeal of that appraisal, then the county's board of property tax appeals *must* hear the appeal. ORS 309.026 (2) and (3). The board *must* publish public notice of when it will convene. ORS 309.025. Further, the board *must* keep a record of the hearing. ORS 309.024 (1). Finally, the board *must* complete its duties by April 15. ORS 309.026 (1). To establish a county board of tax appeals, a county clerk *must* appoint board members. ORS 309.020. The county clerk also *must* serve as the clerk of the board. ORS 309.024 (2).

### **Auditing**

A county's governing body *must* conduct an annual audit of the county's fiscal affairs. ORS 297.425 (1). The county *must* audit the fiscal affairs of circuit courts, justice courts, officers and employees of circuit and justice courts and all elected or appointed county officials. ORS 297.515. The county also *must* audit the cost account for county road work. ORS 297.525.



## **County School Fund**

A county *must* create a county school fund. ORS 328.005. A county *must* apportion moneys among its school districts in proportion to the average daily membership in each district for the preceding year. ORS 328.015.

### *V. Duties and Services Relating to the Regulation of County Roads*

A county *must* regulate county roads, local access roads and trails. ORS 368.016 (1), 368.021, 368.031. To do so, a county's governing body *may* adopt standards for maintaining and constructing roads. ORS 368.036. If a county's governing body does not do so, it *must* comply with the standards adopted by the Department of Transportation. ORS 368.036.

To finance road maintenance and construction, a county *may* seek assistance from the Department of Transportation. ORS 366.155 (1)(h). Otherwise, a county *may* finance road expenditures with a voter-approved tax levy, a local option tax or funds apportioned to the county by the state. ORS 368.705 (3), 368.720. The county treasurer *must* deposit these funds into a county road fund. ORS 368.705 (1). Further, a county official *must* keep a record of any moneys spent on road work. ORS 368.051.

Finally, a county's governing body *must* process a variety of properly submitted petitions that pertain to roads, including:

- (1) Petitions to acquire land for roads;
- (2) Petitions for road vacations;
- (3) Petitions to improve streets and roads in unincorporated areas;
- (4) Petitions to form highway lighting districts;
- (5) Petitions to construct a road that accesses a county road;
- (6) Petitions for a way of necessity; and
- (7) Petitions by logging businesses to improve a forest road. ORS 368.073 to 368.131, 368.326 to 368.366, 371.065 to 371.660, 374.307, 376.155, 376.305 to 376.390, ORS chapter 372.

### *VI. Duties and Services Relating to Other Regulatory Functions*

#### **Regulation of County Civil Servants**

A county's governing body *must* appoint three individuals to a civil service commission. ORS 241.065. That commission *must* investigate and report on the county's adherence to the regulations of ORS chapter 241. ORS 241.120. Additionally, the commission *must* conduct hearings that investigate the legitimate grievances of county employees, such as those who were dismissed without cause. ORS 241.440. Finally, the commission *must* establish rules for hiring, classifying and promoting county employees. ORS 241.215 to 241.290.

#### **Regulation of Emergency Services**

A county *must* establish an emergency management agency and appoint an executive officer to manage that agency. ORS 401.305 (1) and (2). The agency *must* coordinate with county personnel in planning and executing an emergency operations plan. ORS 401.305 (5)(a). The agency also *must* coordinate with the Office of Emergency Management to integrate federally required emergency preparedness practices. 401.305 (5)(c).

The sheriff of a county *must* adopt a search and rescue plan for the county. ORS 401.573 (1). That plan *must* comply with the Office of Emergency Management's search and rescue guidelines. ORS 401.573 (4). Also, county emergency personnel *must* participate in the state's 9-1-1 emergency reporting system. ORS 401.720 (2).

Finally, a county *must* develop a plan to provide for and coordinate ambulance services. As part of that plan, a county *must* establish one or more service areas. ORS 682.062 (1).

### **Regulation of Solid Waste Disposal**

Local governments *must* take responsibility for the disposal of solid waste. ORS 459.017 (1)(b). Otherwise, a county is not required to perform any specific duty. To fulfill its responsibility, a county *may* operate its own disposal facility. To do so, it first *must* obtain a permit from the Department of Environmental Quality. ORS 459.205 (1). A county also *may* privatize the industry. To privatize the industry, a county *may* choose between issuing licenses to disposal companies or allocating franchises to those companies. ORS 459.085 (2). In either situation, a county *may* prescribe standards for waste disposal and establish an agency to ensure that those standards are met. ORS 459.085 (1)(a). Finally, if the Environmental Quality Commission orders a county-operated disposal site to implement a recycling program, the county *must* do so. ORS 459A.065. To achieve that goal, a county *may* allocate franchises to recycling companies. ORS 459A.085 (3).

### **Regulation of Other County Service Facilities**

Service facilities include sewage plants, dikes, health care facilities, law enforcement facilities and a myriad of other facilities. ORS 451.010. A county is not required to establish any particular service facility; however, if the Director of Human Services determines that a county has a health hazard, the county *must* establish a service facility that combats the hazard. ORS 451.445 (1). To do so, a county's governing body *must* issue a construction order. *Id.* In that order, the governing body *must* explain how the county will finance the construction, operation and maintenance of the facility. ORS 451.485 (2) to (7). Within one year of issuing that order, the county *must* begin to construct or install the facility. ORS 451.445 (2).

### **Mental Health Services**

A county *must* provide emergency psychiatric care, custody and treatment. The county *must* contribute to a state fund to pay for these services. If that fund is exhausted, a county *must* directly pay for these services. ORS 426.241.

### **Public Health Services**

As the local public health authority, a county *must* manage local public health services *unless* the county relinquishes its health authority to the state or contracts with private businesses or an agency to carry out its health-related duties. ORS 431.375 (2). A county's electorate *may* approve the establishment of a county board of health. ORS 431.412. If a county establishes a board of health, it *must* appoint a qualified public health administrator. ORS 431.418.

Local health departments *must* make immunizations available at convenient times and places, and the departments cannot refuse service because of inability to pay. ORS 433.269. In

addition, the county public health administrator *must* investigate and take steps to control each report of a communicable disease. ORS 433.269.

Every county health department *must* offer family planning and birth control services within the limit of available funds. The county *may* collect fees to pay for these services. ORS 435.205.

### **Dog Control**

A county *may* declare that the county is a dog control district. ORS 609.030. If a county has a dog control program, every dog owner *must* pay a licensing fee to the county. ORS 609.100.

### **Operation of Public Libraries**

A county is not required to operate a public library. If a county chooses to operate a public library, it *must* comply with the regulations in ORS chapter 357. To establish a public library, a county *must* follow either the procedures for creating a special district in ORS 198.705 to 198.955 or the procedures for creating a library district in ORS 357.216 to 357.286. ORS 357.221.

### **Homeless Removal Policy**

A county *must* develop a policy to remove homeless people who are camping on public property. ORS 203.077.

# **MANDATED COUNTY SERVICES**

## **QUICK REFERENCE GUIDE**

### **[2011]**

#### **ANIMAL CONTROL (SHERIFF'S OFFICE)**

- The County may declare a dog control district. (This has been done.) – ORS 609.030
- The County may hold an election to determine if dogs may run at large. (This has been done.) – ORS 609-040
- Regulation of dogs subject to the provisions of ORS Ch. 609 & Curry County Code [CCC], Article IV
- Complaint process – ORS 609.095 and CCC §4.01.090
- Impoundment – ORS 609.090, 609.155, 433.375-.390; CCC § 4.01.090 and §4.01.170
- Hearings required – ORS 609.156 and CCC §4.01.170
- Dog licenses – CCC §4.01.050

#### **ASSESSOR**

- Process boundary district changes – ORS 198.747
- Annual appraisal & assessment of all taxable property in County – ORS Ch. 305, 306, 307, 308, 308A, 309
- Create and maintain Assessor's maps of all property in County – ORS Ch. 306
- Process special assessments & exemptions – ORS Ch. 307, 308A, 321
- Update & maintain assessment roll and records – ORS Ch. 308
- Maintain record of all property appraisals – ORS Ch. 308
- Update property ownership records – ORS Ch. 308
- Write annual report about the County's appraisal program – ORS 308.050
- Collect sales data for FMV – ORS 308.050, 308.210, 308.234, 309.200-.400
- Ratio review studies – ORS Ch. 309
- Assessment of historical properties – ORS 358.505-.565

#### **BOARD OF COMMISSIONERS**

- Compensation for DDAs – ORS 8.760
- Appoint ME – ORS 146.065
- Burial of unclaimed bodies – ORS 146.075(5), 146.100, 146.121(4)
- Declare and prosecute nuisances by ordinance – ORS 203.065
- Develop a policy on removal of homeless persons camping on public property – ORS 203.077 and County Order No. 9968
- Compensation for elected officials – ORS 204.112, 204.116, 204.126, 209.080
- Fix number & compensation of employees – ORS 204.116 & 204.601
- Provide office to Sheriff – ORS 206.180
- Surveyor expenses – ORS 209.230
- Elections expenses – ORS 246.250(2)
- Sale of County lands – ORS Ch. 271, 275
- Economic Development – ORS 280.500
- Examine books and papers of County Clerk, Clerk of the County Court, Treasurer and Sheriff of the County – ORS 294.085

- Adopt budget subject to local budget law – ORS 294.305-.565
- Appoint Budget Officer & Budget Committee – ORS 294.331; 294.336
- Annual audit of County’s fiscal affairs – ORS 297.405-.555
- Audits of circuit courts, all elected or appointed county officials, & cost account for County road work – ORS 297.515; 297.525
- Appoint BOPTA pool – ORS 309.067
- Levy of taxes- ORS 310.022
- Appoint Tax Collector – ORS 311.055
- Creation of County School Fund – ORS 328.015
- Hearings on road vacations, LIDs, road legalizations, ways of necessity – ORS Ch. 368
- Appoint Emergency Program Manager – ORS 401.305(2)
- Designate partnership [State, County, private] on juvenile crime prevention & lead agency to develop juvenile crime prevention plan – ORS 417.855
- Establish Local Public Safety Coordinating Council [LPSCC] – ORS 423.560-.565
- Costs associated with involuntary commitments [custody, medical care, hospital, etc.] – ORS 426.250, 426.255
- Local Public Health Authority – ORS 431.375 [automatic unless relinquished to State or contract with private entity]
- Local Board of Health *ex officio* – ORS 431.410
  - (1) Must provide sufficient funds for operation of Health Department – ORS 431.510
- Regulation of County service districts: Curry County Public Transit Service District, 4-H Extension, – ORS Ch. 451
- Responsible for disposal of solid waste – ORS 459.017; choice of operating own facility subject to DEQ permits [ORS 459.205], issuing licenses to private industry providers, or allocating franchises – ORS 459.085; recycling program – ORS 459A.065
- Adopt plan and establish ambulance service areas – ORS 682.062; CCC Art. II, Div. 1
- BOC Procedures – CCC Art. I, Div. 7, & 10
- County fees – CCC Art. IX, Div. 1
- Code Enforcement – CCC Art. X, Div. 1
- Contract Review Board – County Order No. 12053 as amended

## **BOPTA**

- Hears and decides property tax appeals – ORS Ch. 309
- Keep records of hearings – ORS 309.024
- Publish public notice of when BOPTA will convene – ORS 309.025

## **BUDGET OFFICER (CURRY COUNTY ACCOUNTANT)**

- Appointed by and acts under direction of BOC – ORS 294.331
- Preparation of budget subject to local budget law, and publication of financial summary and adopted budget – ORS 294.391-.435

## **BUILDING (PUBLIC SERVICES)**

- The County may administer all or part of a building inspection program – ORS 455.150(1)
- Programs run for four years. – ORS 455.150(2).
- The County must appoint a building official. - ORS 455.150(3)

- At any time the County can give notice to the State that it will be abandoning the building program, but in such event it will be difficult to take back the program at a later date.  
– ORS 455.150(13)

**CCPTSD** (Curry County Public Transit Service District) – ORS 451.010(1)(h);  
ORS Chapter 451

**CLERK (Mandated pursuant to Article VI, Section 6 of the Oregon Constitution)**

- Maintain County records [BOC, liens/mortgages, deeds, etc.] – ORS Ch. 87, 93, 205
- Collection & distribution of various fees: ORS 106.045(2); 203.148(2) & 205.323
  - (1) Public Land Corner Preservation Fund
  - (2) Domestic Violence Fund
  - (3) OLIS Fund
  - (4) A&T Fund
- Maintain Marriage licenses domestic; partnership registration & records, death certificates, – ORS 106.100, 106.041; 205.110-.130; 432.205, 432.405 432.408
- May, but is not required to, solemnize marriages – ORS 106.120
- Open 9am-4pm (with exceptions provided for by statute)– ORS 205.242
- Elections – ORS Ch. 246, 247, 253, 254, 255, 258; CCC Art. VII, Div. 1, 2, & 3
  - (1) Board must cover election expenses – ORS 246.250
  - (2) Clerk must register voters, maintain the voter register, deliver and safeguard absentee ballots, publish and distribute voter pamphlets, and process all voter ballots. ORS Chapters 247, 253, 254
- Open 7am to 8pm on election days- ORS 246.270
- Appoints BOPTA members from pool; serves as clerk – ORS 309.020-.150
- Serves as the County registrar for state vital statistic records – ORS 432.040

**COMMISSION ON CHILDREN & FAMILIES [CCCCF]**

- A County Board of Commissioners must establish a regional commission on children and families – ORS 417.760
- A county may enter into an agreement with other contiguous counties to establish one of these commissions - ORS 417.760(1)
- This department, through the local commission, must create a local coordinated comprehensive plan to promote the wellness of children, submit the plan to the Board of Commissioners for approval, and then submit it to the State Commission on Children and Families which determines the amount of State funds to submit to the County. ORS 417.760(1)(c) and 417.787(1)

**COMMUNITY CORRECTIONS AND PAROLE AND PROBATION (SHERIFF'S OFFICE)**

- The County can give this program back to the State under the circumstances outlined in ORS 423.483, with certain ramifications for doing so.
- County responsible for felony offenders sentenced < 12 months - ORS 423.475-.565; post-prison parole & supervision – 137.523; 144.104
- Community-based supervision, sanctions and services – ORS 423.478
- LPSCC participation – ORS 423.560

## **COUNTY COUNSEL**

- Discretionary appointment – ORS 203.145
- Board must provide necessary expenses, personnel, facilities, office space necessary to provide services – ORS 203.145(2)
- Counsel acts as risk manager for the County. The County is liable for its torts and contracts. It can sue and be sued, and these types of activities are processed through the Office of County Legal Counsel

## **COUNTY SCHOOL FUND**

- Although this fund is mandatory, it is a pass through fund. - ORS 328.005

## **DISTRICT ATTORNEY\***

- Prosecution of crimes/violations, general duties – ORS 8.610, 8.650-.670
- Grand jury – ORS 8.670
- Support enforcement – ORS 8.675 [This program was given back to the State in 2000, and it remains with the State.]
- Forfeitures/collection – ORS 8.680
- Assist juvenile court – ORS 8.685
- County must provide office space, facilities, supplies, & “stenographic assistance” necessary to efficiently perform duties – ORS 8.850
- Services for prosecution of involuntary commitment hearings including services of DA, costs of transport, costs of hearings, and fees charged by physicians and other qualified persons– ORS 426.100

**\*Note: Under many statutes, the DA [a state employee] is required to perform services, although the mandate is not applied to the County *per se*. As a practical matter, a local DA could not perform all of his/her mandated services without County staff & support; some of these services are provided under state & federal grants or IGAs that impose contractual obligations to provide the services. The list above generally only reflects clear county responsibility for specific duties and services.**

## **ECONOMIC DEVELOPMENT (This is not a mandated department)**

- Funding is provided through the Oregon State Lottery, ORS Chapter 461

## **EMERGENCY SERVICES (SHERIFF’S OFFICE)**

- Establish emergency management agency – ORS 401.305(1); CCC Article VI, Division 6 (This may need to be amended.)
- Emergency Program Manager – ORS 401.305(2)
- Shall perform emergency management functions – ORS 401.305(4)&(5)
- Emergency Operations Plan – ORS 401.305(5)
- Emergency Operating facilities – ORS 401.305(5)(a)
- Coordination with OEM, NIMS model – ORS 410.305(5)(c)
- Must participate in 9-1-1 emergency reporting system – ORS 403.115

**FAIR (EVENT CENTER ON THE BEACH)**

- Discretionary creation – ORS 565.210

**FINANCE (INCLUDES HUMAN RESOURCES FUNCTIONS)**

- Required to provide various mandated payroll services for employees – pay wages, deduct payroll taxes and other assessments required by state and federal law
- Provide accounts payable services
- Enter into collective bargaining with employees and conform to federal, state and local personnel and employment rules.
- The BOC by ordinance may create the office of County Accountant - ORS 210.100, CCC Art. I, Division 4 (This is not a mandatory position by statute.)

**HOME HEALTH AND HOSPICE**

- This is a discretionary program that will be spun off from Curry County on June 30, 2011.

**INFORMATION TECHNOLOGY [IT]**

- Discretionary/administrative services
- Subject to requirements of Public Records law – ORS Ch. 192

**JUVENILE**

- May conduct programs for the prevention, reduction or control of juvenile delinquency, including youth centers – ORS 418.025
- Establish Juvenile Dept. & appoint 1 or more juvenile counselors – ORS 419A.010(1)(a)
- Conduct investigations & provide information to court; designate places of temporary custody – ORS 419A.012; 419A.059
- Report annually to the Oregon Criminal Justice Commission – ORS 419A.014
- Monthly reports to school districts – ORS 419A.015
- County responsibility for operating costs of department - 419A.020
- Supervision of youth on probation – ORS 419C.570(1)
- Coordination of youth services through LPSCC – ORS 423.560-.565

**LAW LIBRARY**

- Discretionary creation – ORS 9.840
- Funded by court fees – ORS 9.850

**MAINTENANCE**

- Requirements of State Building Code – ORS Ch. 455
- Requirements of State Fire Marshall – ORS Ch. 479
- Occupational Health & Safety – ORS Ch. 654
- Elevator maintenance & alarm -
- Fire extinguisher maintenance –

**MEDICAL EXAMINER**

- Required position/appointment – ORS 146.065



- Investigate questionable deaths – ORS 146.065(1)
- County must pay for expenses for office, equipment, investigations – ORS 146.075-.095
- County must pay for the burial of unclaimed bodies- ORS 146.075(2)

### **MENTAL HEALTH (HEALTH AND HUMAN SERVICES)**

- Must provide/cover costs of emergency psychiatric care, custody & treatment – ORS 426.241
- BOC must appoint local alcoholism planning committee – ORS 430.342
- Discretionary creation of Community Mental Health Program [CMHP] under statute – ORS 430.620; 430.640
- CMHP basic services required *subject to availability of funds* – ORS 430.630; 430.675
- Must develop a comprehensive plan for delivery of services – ORS 430.630(11)
- Participation in Jefferson Behavioral Health intergovernmental entity

### **OFFICE SERVICES**

- This is a discretionary department. However, functions such as copying and mail services have to be provided by someone.

### **OSU EXTENSION**

- County Service District ORS 451.010(1)(i); ORS Chapter 451

### **PARKS**

- Discretionary creation under statute – ORS 275.320
- Regulation under CCC Art. Five

### **PLANNING (PUBLIC SERVICES)**

- Coordination with cities & special districts – ORS 195.065
- Coordination with DLCD; compliance with state law – ORS Ch. 195, 197 & 215
- BOC must appoint Planning Director – ORS 215.042
- Must maintain comprehensive plan and zoning ordinance - ORS 215.050
- Land use hearings & decisions – ORS 215.406; 197.175

### **PUBLIC HEALTH (HEALTH AND HUMAN SERVICES)**

- The county must manage local public health services unless the county relinquishes its health authority to the state or contracts out its health related duties.
- Submit annual plan – ORS 431.385; OAR 333-014-0060
- BOC is Local Public Health Authority *ex officio* – ORS 431.410
- Administration and enforcement of public health laws – ORS 431.416(1); OAR 333-014-0050
- Investigate & control preventable diseases – ORS 431.416(2)(a); 433.006
- Parent & child health services – 431.416(2)(b)
- Collection and reporting of health statistics – ORS 431.416(2)(c); 432.040
- Information & Referral in health related services – 431.416(2)(d)
- Environmental Health services – ORS 431.416(2)(e); 448.100(1); 448.170(1); 624.495(2); 624.510

- Must provide sufficient funds for operation of Health Department – ORS 431.510
- Investigate, control and report communicable/reportable diseases – ORS 433.006, 433.269
- Declaration, quarantine, enforcement of public health emergencies – ORS 433.035; 433.121; 433.443(4)(a); 433.452
- Make immunizations available regardless of ability to pay; provide preventive immunizations to employees – ORS 433.269, 433.416
- Investigation/reports of animal bites to humans, rabies – ORS 433.345(1)
- Provide family planning and birth control services [within available funds] – ORS 435.205, 431.416(2)(b)
- Licensing, inspection & enforcement of tourist facilities – ORS 446.310 to 446.350

## **ROAD**

- Jurisdiction over & regulation of all county roads, local access roads & trails – ORS Chapters 368, 368.016, 371, 374; CCC Art. III
- Manage maintenance and improvement of County roads - ORS 368.016
- Maintain complete cost accounting of County roadwork – ORS 368.051
- Regulate access onto public roads, gate permits – 368.056
- Road legalizations – ORS 368.201-.221; CCC Art. IV, Div. 7
- Abate road hazards – ORS 368.251-.281
- Process road vacations – ORS 368.326-.366
- May remove materials unlawfully posted within the rights of way. ORS 368.945
- Process road improvements/LIDs – ORS 371.605-.660
- Process Facility Permits-CCC Article III Division 4
- Coordination with ODOT & County Planning on Transportation System Plan [TSP] OAR 660-012-0015

## **SANITATION (PUBLIC SERVICES)**

- This is a discretionary program under which the County has contracted with the State to perform these services. – ORS 454.725
- Program can be terminated with 30 days notice.
- When assuming responsibility for the program, the County must maintain adequate personnel and resources to receive and process applications for evaluation reports and permits for all on-site sewage disposal systems proposed for construction, alteration, repair or connection within the County.

## **SHERIFF (Mandated pursuant to Article VI, Section 6 of the Oregon Constitution)**

- Serve on the Court Security Advisory Board- ORS 1.180
- Provide security for a jury sequestered or kept overnight when so ordered- ORS 10.125
- Summon additional jurors when so ordered by the Court- ORS 10.235; ORCP 57B
- Sell property (Sheriff's sales in judgment proceedings) – ORS 18.758
- Collect fees in certain civil actions, suits and proceedings – ORS 21.410
- Collect various fees- ORS 21.410
- Enter foreign restraining orders into LEDS- ORS 24.190
- Comply with a court order in a writ of habeus corpus – ORS 34.380
- Conduct sales for foreclosure by advertisement and sale- ORS 87.306

- Act as a receiver for certain property under lien (when so ordered)- ORS 87.326
- Remove a group home tenant given termination notice- ORS 90.440
- Conduct sale of unclaimed consigned or bailed property- ORS 98.179
- Enforce writs of execution – ORS 105.161
- Service of process & warrants, court orders & subpoenas – ORS 105.161; 136.585; 206.010(3); 206.030; 419B.845
- Perform various functions with respect to the Family Abuse Prevention Act- ORS 107.700 to 107.735
- Perform various duties relating to service, LEDS entry and enforcement regarding abuse prevention- ORS Chapter 124
- Transports & costs: inmates – ORS 131.415; 136.603; 131.415; 135.767; 206.315; Mental commitments – ORS 426.190
- Dispose of and distribute forfeited property when seizing agency is not the state – ORS 131.594
- Seize and handle stolen live meat animal or fowl, any meat food animal or carcass, vehicles of transport, etc. ORS 133.460 to 133.495
- Provide interpreters to disabled arrestees- ORS 133.515
- Take material witness into custody- ORS 136.611
- Select jurors for an inquest – ORS 146.145
- Enter stalking orders into LEDS – ORS 163.741
- Properly dispose of forfeited deadly weapons – ORS 166.279
- Process, issue, renew and revoke concealed handgun permits – ORS 166.291, 166.292, 166.293, and 166.295
- Must provide jail/correctional facility – ORS 169.030-.677
- Custody & care of prisoners – ORS 169.220, 169.320
- Provide sex offender information – ORS 181.592
- Maintain order/arrest – ORS 206.010
- Keep records of fees – ORS 206.020
- Office in courthouse – ORS 206.180
- Sell County- owned property – ORS 275.110-.160
- Levy on assets to pay warrant issued by Department of Revenue and Department of Transportation- ORS 314.430, 319.182, 320.080, 323.390, 323.610 and 324.190
- Must participate in 9-1-1 emergency reporting system – ORS 403.115
- Search & Rescue – ORS 404.120, 404.130
- Investigation of reports of child abuse – ORS 419B.020(1); 430.743(2)
- Impoundment of animals that bite humans – ORS 433.355(4); not inoculated for rabies – ORS 433.375(2), 433.385-.390; dogs running at large – ORS 609.090, CCC Art. IV § 04.01.120
- Have a designated person available during normal business hours to accept service of subpoenas- ORCP 55D
- Perform various functions relating to provisional process- ORCP 84 & 85

## **SOLID WASTE**

- Provide opportunity for citizens to recycle – ORS Ch. 459A
- Solid waste planning & management – ORS 459.017; CCC Art. II, Div. 5, 6, & 7; OARs
- Send annual post closure reports on Port Orford Landfill to DEQ

## **STATE COURTS**

- County must provide courtrooms, offices, jury rooms & maintenance/utility costs – ORS 1.185(1)

## **SURVEYOR**

- Elected position in Curry County–CCC Art. I, Division 13
- Approve plats of subdivisions and partitions and condominium plats– ORS 92.050(4); 92.100; 100.115(4)
- Approve, mark and record affidavits of correction to plats – ORS 92.170; 100.115(5)
- Perform field, mathematical and office checks of all new cemetery plats submitted for recording – ORS 97.310
- Must act as a commissioner in the establishment of a public land survey corner that is the subject of an action in Circuit Court – ORS 105.718
- Establish & maintain all public land survey corners; fees – ORS 203.148; 209.070; CCC Art. IX, Div. 5
- Maintain records of all County surveys – ORS Ch. 209
- Conduct surveys of county land when a Court orders the county surveyor to do so – ORS 209.020; 209.030
- The Board must compensate the Surveyor, and pay for the surveyor's materials and other job-related expenses- ORS 209.030 and 209.080.
- Review all surveys for state and local compliance- ORS 209.250(4)

## **RSVP**

- This is not a mandated service.

## **TAX COLLECTOR**

- Levy of property taxes – ORS Ch. 310
- Collection of property taxes – ORS Ch. 311
- BOC designated/appointed position – ORS 311.055
- Foreclosure of tax liens – ORS Ch. 312

## **TREASURER (Mandated pursuant to Article VI, Section 6 of the Oregon Constitution)**

- Accept & hold lien deposits – ORS Ch. 87
- Prepare monthly financial statements – ORS 208.090
- Receive monies & disburse County payments; maintain records & accounts – ORS 208.010, 208.070
- Annual settlement of debt to BOC – 208.140
- Makes books available to the BOC- ORS 294.085
- County Road Fund – ORS 368.705(1)

## **VETERANS**

- Appointment of Veterans Service Officer discretionary – ORS 408.410

# INQUIRY #14

## PRIORITIES

From the Board of County Commissioner's Website (scroll to the bottom)  
<https://www.clackamas.us/bcc>

### Current BCC priorities

- **Courthouse replacement project**  
Our current courthouse does not meet the demands of our growing population and is at risk during a seismic event.
- **Cross-laminated timber**  
We're leading Oregon's efforts in the growing advanced timber technology industry.
- **Homelessness**  
To address this urgent problem, we've developed the Veterans Village and the Housing Affordability and Homelessness Task Force.
- **I-205 bottleneck funding**  
We're advocating for state funding to support a third lane of capacity in each direction of I-205 from Stafford Road to OR 213.
- **Performance Clackamas**  
Our transparent, strategic plan provides measurable goals for county departments.
- **Small grants**  
Now in its 10th year, this program assists organizations that help our most vulnerable residents.

June 2017 update



# Performance Clackamas

Clackamas County Strategic Plan

# Strategic Goals and Milestones

This is the June 2017 update to Performance Clackamas, the Clackamas County Strategic Plan. The plan is organized around five Areas of Strategic Focus:

## 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.

## Build a Strong Infrastructure

Ensure long-term investments in infrastructure that will generate good-paying jobs that support families, ease commute times for many residents and help maintain a healthy environment. Updating county facilities will ensure that key services are accessible to all residents.

## 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 and homelessness, and lowering the crime rate are key to making our community safe. These efforts combined with success in creating jobs will give definition to the county's efforts to alleviate poverty and will help ensure the safety, health, and security of our residents.

## 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.

## 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.

**The plan is divided into two key parts: Strategic Goals and Milestones, which constitute policy direction to staff, and Community Indicators, which track how the county is doing in areas where it has less direct influence.**

## Grow a Vibrant Economy

### Jobs and Economic Development

- By 2019, 80% of jobs created within Clackamas County by employers receiving direct taxpayer support from the county will be annual living wage jobs.<sup>1</sup>
- By 2020, Clackamas County will have and maintain a 20-year supply of serviceable non-retail employment lands, including lots of 25 acres or more.

### Housing and Poverty Reduction

- By September 2017, Clackamas County will identify equity pilot areas where the county will focus efforts to reduce poverty and food insecurity.

<sup>1</sup> For purposes of this goal, a "Living Wage Job" is defined the wage sufficient to support one adult supporting one child, as calculated by the MIT Living Wage Calculator for Clackamas County. <http://livingwage.mit.edu/counties/41005>

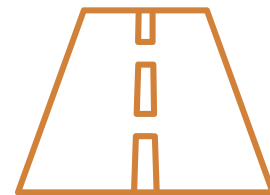


Reduce the poverty rate in each equity pilot area by

10%



- By February of 2018, there will be a coordinated and focused strategy to reduce the poverty rate in each equity pilot area by 10%.<sup>2</sup>
- By February 2018, there will be a focused and coordinated strategy to reduce food insecurity by 10% in each equity pilot area.
- By 2022, 2000 units of housing, affordable to a variety of residents, will be developed within Clackamas County, through a combination of public and private partnerships, and appropriate regulatory changes. Of that number, the Housing Authority goal will be to provide 1000 units affordable to households earning 60% of the area median income or less.<sup>3</sup>



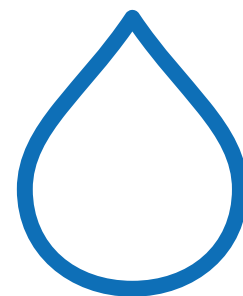
Improve the average condition of paved county roads to PCI rating of

70

## Build a Strong Infrastructure

### Transportation

- By 2019, improve the average condition of paved county roads to a PCI (Pavement Condition Index) rating of 70.
- By 2019, I-205 expansion will be scheduled for federal, state and/or regional funding within the next 5 years.
- By 2022, Sunrise Phase II will be scheduled for federal, state, and/or regional funding within the next 5 years.
- By 2019, the county will adopt appropriate statewide goal exceptions for the Arndt Road extension and include it in the county Transportation System Plan.



### Wastewater Treatment

- By 2018, Clackamas County will have sewer plant improvements under construction (to be completed by 2020) that support the expected 20-year growth horizon.

Sewer plant improvements to support

20

years of growth

<sup>2</sup> "Coordinated and focused strategy" means that the county will consider infrastructure, economic development, workforce training and other county resources in addition to a coordinated health, housing and human services strategy.

<sup>3</sup> This goal is intended to provide housing at a range of affordability. However, Affordable Housing generally refers to housing where residents spend less than 30% of their income on housing.

## Connectivity

- By 2020, all Clackamas County residents will have access to high speed internet.

## County Facilities Planning Milestones

- By the end of 2018, the county will have a master plan for county facilities, including an assessment of the condition of county buildings and a funding plan, and improved public transportation service levels.
- By 2020, Clackamas County will begin a planning process for relocating the County Public Works facility.
- By 2020, Clackamas County will have a concept plan in place for a Family Justice Center Campus.
- By the end of 2022, Clackamas County will have completed construction and occupied a new County Courthouse on the Red Soils Campus.
- By 2022, Clackamas County will commence a planning process for a new Juvenile Services building and County Jail.



Complete construction on a new courthouse by

2022

## Ensure Safe, Healthy and Secure Communities

### Public Health

- By 2020, there will be no domestic violence related homicides in Clackamas County.
- By 2019, the number of unsheltered veterans in Clackamas County will be zero.
- By 2020, 95% of all Clackamas County residents seeking behavioral health services will receive a response within 24 hours of expressing need.
- By 2020, there will be no suicides in Clackamas County.



By 2019, the number of unsheltered veterans will be

0

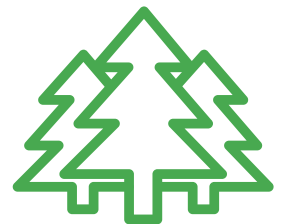
- By 2019, Clackamas County will have private or non-profit provided childcare on the Red Soils campus, without taxpayer subsidies.<sup>4</sup>

## Public Safety

- By 2020, juvenile recidivism will be below 17%.
- By 2020, adult recidivism, measured by arrests and convictions, will be reduced by 10%.
- By 2020, Clackamas County will achieve a Community Rating System score for flood safety (CRS) of 6, resulting in substantial savings in flood insurance premiums for county residents.

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

- By 2022, five new natural resource-based processors will be located in Clackamas County.
- By 2020, Clackamas County will adopt a Master Plan for surface water management that will enhance the quality of surface water.
- By 2020, there will be access to state and federal forest resources for the purpose of supplying materials for the carbon-friendly cross laminated timber production industry.



Access to state  
and federal forest  
resources by  
the year

2020

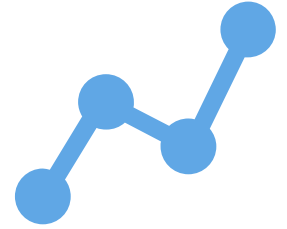
to supply cross  
laminated timber

## Build Public Trust through Good Government

- By 2018, all Board-directed county departments will measure customer service and satisfaction.
- By the 2018/2019 Fiscal Year, 100% of the county budget will be attached to measurable customer results.

<sup>4</sup> This service will be paid by county employees and other users.

- Clackamas County will work to resolve differences with its local partners to avoid disputes and litigation.
- By 2019, 80% of county external customers surveyed will agree or strongly agree that:
  - county services were timely
  - county staff were courteous
  - information was readily available and understandable
  - they are happy with the services received



100%

of the county budget  
will be attached  
to measurable  
customer results

## Community Indicators

Community Indicators show how the county is doing in areas where the county government has a minimal level of influence. Tracking community indicators can provide important guidance on those areas where we do have control, and provide important information on areas that might warrant a higher level of focus in the future.

### Economy

- Job growth in Clackamas County should meet or exceed the regional average.
- Annual wages earned in Clackamas County should be at or above statewide average.
- The county's home ownership rate should be at or above 72%, the level before the Great Recession.
- New Capital Asset Investment in the county should rise 2.25% year over year.



Home ownership  
at or above

72%

### Safe Healthy and Secure Communities

- The number of children in stable family homes will increase, as shown by a 10% annual reduction in those needing placement in foster care.

- Ninety-five percent (95%) of county residents will have access to routine health care, defined by having health insurance and a usual place of care.
- County health rankings will show Clackamas County among the three top-ranking counties in the state in at least 90% of health measures.
- There will be a year-over-year decrease in the number of people obtaining assistance in transitioning out of unsafe domestic situations.
- Year-over-year difference in person crime rate.
- Year-over-year difference in behavioral crime rate.
- Year-over-year difference in property crime rate.



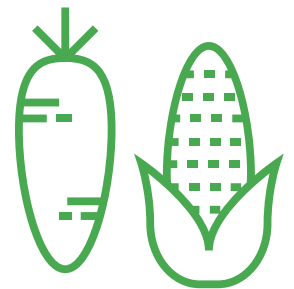
County residents  
with access to  
routine healthcare

95%

## Honor, Invest and Utilize Natural Resources

- The gross domestic product from agriculture lands in Clackamas County will increase by 5% each year.
- Tourist activity in Clackamas County should increase at or above the statewide rate.<sup>5</sup>

The county's strategic goals and milestones constitute the key policy direction to county departments over the next 3-5 years.



GDP of ag lands  
will increase

5%

every year

<sup>5</sup> Data Source: Tourist activity will be measured by "Visitor Destination Spending" State of Oregon Employment Department from Dean Runyan and Associates.

**INQUIRY #15**  
**UPDATED BUDGET MESSAGE**  
*(only page 12 has changed)*



# FY 2019-2020 Budget Message

## The Honorable Board of County Commissioners and Budget Committee Members for Clackamas County, Oregon

### Budget Committee

The Budget Committee is comprised of the Board of County Commissioners and five citizen members, assisted by County Administration and Finance staff:

### Board Members:

Jim Bernard, Chair  
Sonya Fischer  
Ken Humberston  
Paul Savas  
Martha Schrader

### Citizen Members:

Jeff Caton  
Shaun Coldwell  
Tom Feely  
Jan Lee  
Wilda Parks

### Staff:

Gary Schmidt,  
County Administrator/  
Budget Officer  
Laurel Butman, Deputy  
County Administrator  
Christa Wolfe,  
Finance Director  
Haley Fish, Deputy  
Finance Director  
Jennifer Chambers,  
Budget Manager  
Roxann Fisher,  
Budget Coordinator  
Jian Zhang,  
Budget Coordinator

I am pleased to present the FY 2019-20 Annual Proposed Budget for Clackamas County, Oregon totaling \$857,305,781 projected annual requirements. The full breadth of programs and activities overseen by the Board of County Commissioners brings the total budgetary responsibility to \$1,221,009,491. The other Clackamas County agencies are listed below.

Agency	Proposed Amount	Notes
Development Agency	\$ 69,340,147	Responsible for the County's Urban Renewal program in three areas: Clackamas Town Center, Clackamas Industrial Area; and the North Clackamas Revitalization Area.
Water Environment Services (WES)	\$ 193,488,822	County Service District providing sanitary and surface water services.
North Clackamas Parks & Recreation District	\$ 57,133,996	County Service District for parks and recreation.
Library Service District of Clackamas County	\$ 22,291,875	County Service District for library operations.
Enhanced Law Enforcement District	\$ 8,290,780	County Service District for law enforcement in certain urban unincorporated areas of the county.
Extension and 4-H Service District	\$ 8,852,401	County Service District providing education on issues such as farming, gardening, and food safety, as well as youth programs.
Street Lighting District #5	\$ 4,305,709	County Service District for street lighting services.

## Overview

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### **Core Values**

Since 2014, County Administration has worked with all departments to develop, affirm with our employees, and enculturate **Our Core Values (SPIRIT)** which are:

**Service**—*we advance the needs of the community and the individuals we serve; are committed to finding positive solutions for our customers; respond to customers promptly in all matters; are mindful of our duty to provide our best efforts every day.*

**Professionalism**—*we are the face of Clackamas County; develop and apply our knowledge and skill to continuously improve our performance; conduct the public's business with consistency and excellence.*

**Integrity**—*we are sincere and trustworthy; acknowledge and learn from our mistakes; demonstrate fairness in interactions with others.*

**Respect**—*we accept personal differences and value others' perspectives; communicate in a positive and courteous manner; first listen to understand, then seek to be understood.*

**Individual Accountability**—*we accept and demonstrate personal responsibility; do what we say we are going to do; are prudent with the use of public funds and resources.*

**Trust**—*we remain approachable and objective; declare our intentions; address issues honestly and directly; right our wrongs in good faith.*

As we move into FY 2019-20, I am encouraged by the strides Clackamas County employees have made to integrate these values into daily routines and how public satisfaction is growing every day.

### **Strategic Planning**

The Board of County Commissioners updated **Performance Clackamas**—the County Strategic Plan—in March 2018, affirming these strategic priorities:

- Build Public Trust Through Good Government
- Grow a Vibrant Economy
- Build Strong Infrastructure
- Ensure Safe, Healthy and Secure Communities
- Honor, Utilize, Promote and Invest in our Natural Resources

**Performance Clackamas** is based on Managing for Results — a comprehensive and integrated management system focused on achieving results for the customer. Following original adoption of the County Strategic Plan in 2014, all Board-managed County departments and several elected officials' offices have developed department-specific Strategic Business Plans focused on achieving measurable results that enhance customer experience and align with the Board's **Performance Clackamas** Strategic Plan. Departments have also converted to a program-based performance budget approach, also available online.

**Check out our online public budget site!**  
**[www.clackamas.us/budget](http://www.clackamas.us/budget)**

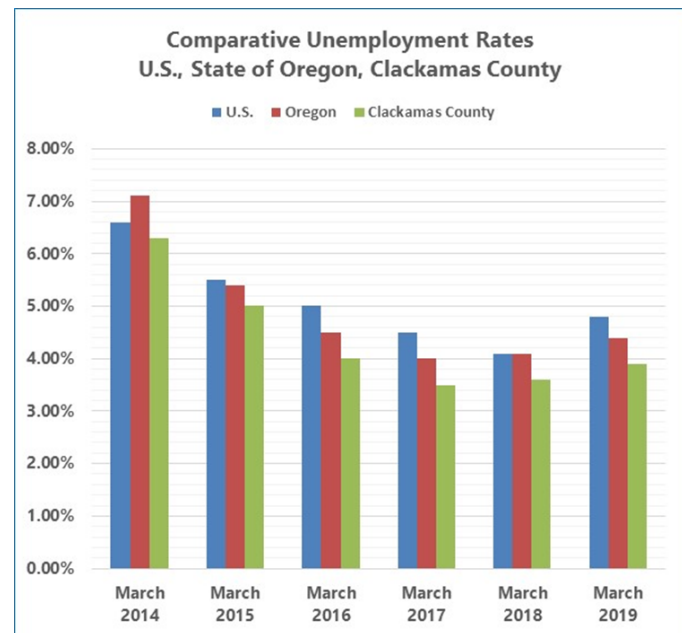


## Economic Indicators

### Employment & Housing

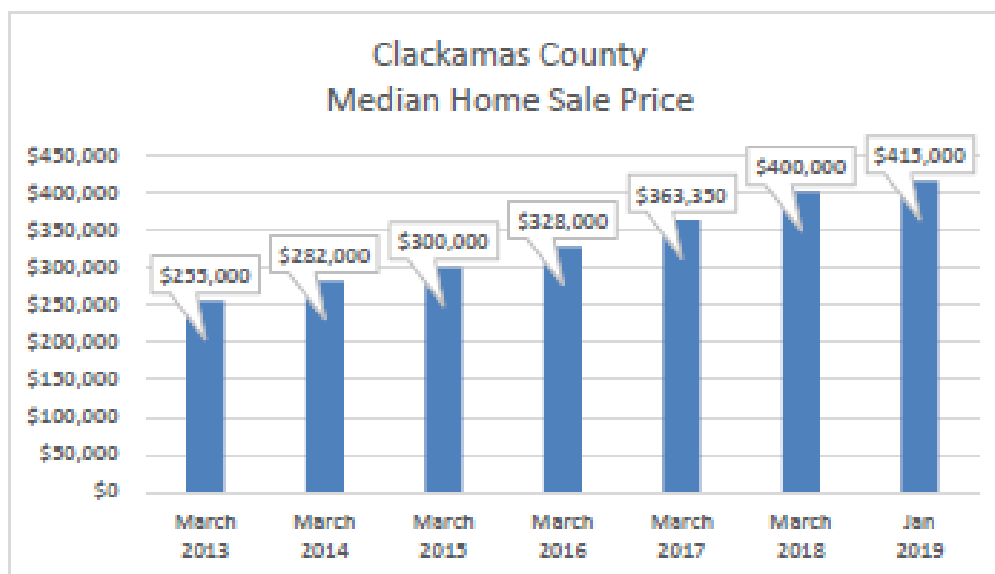
For several years we have used the key indicators of unemployment rate, median home sale price, and property tax growth to track economic trends. Updated indicators this year show positive growth is generally continuing.

Clackamas County's unemployment rate is remaining lower than the 5.1% rate in pre-recession 2008. In March of 2019, the unemployment rate was at 3.9%, up just 0.3% over last March.



Source: Oregon Employment Department

The median home sales price in Clackamas County has grown again this year—by 3.8% over 2018—since a low of \$230,000 in March, 2012. The median **sales price** is now \$415,000 (average sales price is \$475,117) compared to a median **assessed value** of \$249,119.



Source: Clackamas County Assessor's Office

## Economic Indicators , *continued*

### Housing

Data on homelessness and rental affordability can provide another perspective on how the economy is impacting local residents. We looked at data from Clackamas County's Point in Time Homeless Counts from both 2015 and 2017 to gain a better understanding of picture of poverty in Clackamas County.

<b>Point In Time Homeless Count: 2015-2017</b>	<b>2015</b>	<b>2017</b>	<b>% Change</b>
Unstably Housed (doubled up, etc.)	1504	1295	- 14%
Emergency Shelters/Transitional Housing	208	192	- 8%
Unsheltered	484	746	+ 54%
Children	1026	1384	+ 35%
Unaccompanied Youth	95	290	+ 205%
<b>Total Counted</b>	<b>2196</b>	<b>2233</b>	<b>+ 2%</b>

While the overall count increased 2% (37 individuals), the demographic of homelessness here changed. The number of individuals living either with others (couch surfing, etc.), in shelters, or in transitional housing declined 15% overall while the number of unsheltered individuals rose 54% and the number of children and youth affected by homelessness rose 33%. There appears to be a notable shift from individuals being unstably housed to being unsheltered. Also, children and youth appear to be more significantly affected by homelessness in 2017 than were so in 2015.

The reason individuals say they are experiencing homelessness has also shifted. While not being able to afford rent and unemployment were the top two cited reasons, respectively, in both 2015 and 2017, eviction was the third most commonly cited reason for homelessness in 2017, up from sixth most cited in 2015.

The Oregon Housing and Community Services Agency's Housing and Demographics Profile for Clackamas County reports the following data about renters.

<b>Clackamas County Renter Profile</b>	
Mean Renter Wage	\$15.36
Hourly wage needed to afford 2-bedroom apartment at HUD's Fair Market Rent	\$23.88
# of hours per week at minimum wage needed to afford 2 bedroom apartment	93 hours

Clearly, the average renter in Clackamas County cannot afford the average two bedroom apartment. Furthermore, the Agency reports that 25%—or one out of every four—of all renters here are paying more than 50% of their income in rent. Renters with extremely low incomes fare even worse, with 70% spending more than 50% of their income on rent.

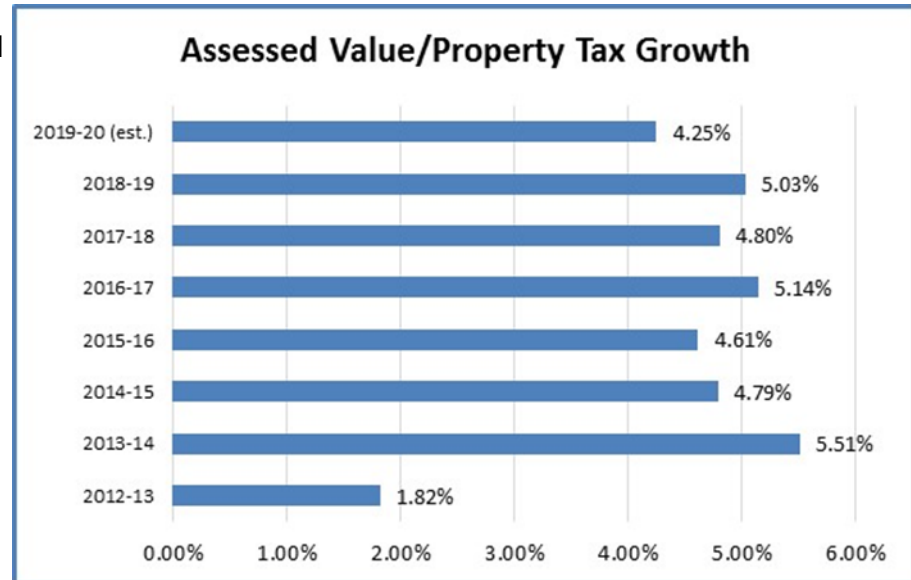
The recommended maximum proportion of income that should be spent on rent is 30%. With rental costs on the rise at a far greater pace than income, the housing affordability gap is increasing. Metro reports that, for Clackamas County renters, this problem is exacerbated by having the lowest availability of rent-regulated or protected units in the Metro area, a mere 10%.

## Economic Indicators, *continued*

### Property Taxes

The County's budget began to see recovery evidenced by a year-over-year percentage increase in assessed value/property taxes in FY 2013-14. This is important because property tax is by far the single largest revenue source for the County's General Fund and its main source of discretionary revenue. County property tax growth in FY 2018-19 was slightly higher than our original 4.75% estimate from this time last year, ultimately coming in at 5.03%. In addition, assessed value growth was 4.5% for FY 2018-19.

It is estimated that assessed value growth for FY 2019-20 will be at a rate of 4.0% to 4.5%. Thus, the baseline funding that leveled out for general County government services in FY 2014-15 is expected to remain flat or decline slightly.



*Source: Clackamas County Assessor's Office*

### Population & Construction

We also track population in the county and construction statistics to show growth over time. The Clackamas County population has increased more than 10% in the past ten years. This increase contributes to increased demand for County services. The construction permit numbers below are preliminary estimates for FY 2019-20 compared with projections for FY 2018-19. Permit activity for FY 2019-20 is projected to remain consistent with 2017-18 actuals.

*July 1, 2018 Clackamas County population estimate:* 416,075 (up from 412,672 the prior year)

*Total Development related permits issued:* 20,000 (FY 2018-19 permits = 21,419)

*Single family residential permits:* 1,221 (FY 2018-19 permits = 1,231)

*"Detached" permits: commercial and residential stand-alone, accessory buildings:* 620 (FY 2018-19 permits = 541)

*Commercial buildings, additions and remodels:* 436 (FY 2018-19 permits = 456)

*Tenant Improvements:* 182 (2018-19 permits = 232)

The number of square feet constructed, and the dollar value of that construction overall based on the permitting activity within the county, is an indicator of economic development potential realized. For FY 2019-20, it is projected that unincorporated Clackamas County (unincorporated areas and several cities the county performs permitting services for) will experience about 6 million square feet of construction valued at \$400 million. In FY 2017-18, we experienced 6,476,426 square feet of construction valued at \$424.5 million.

Between the current FY 2018-19 and next FY 2019-20, the Clackamas County Development Agency, which is in charge of urban renewal efforts in three active plan areas, anticipates the execution of 5 disposition and development agreements that will result in 195,000 square feet of planned development, the award of 30 home repair grants, 11 sewer hookup grants and the investment of \$600,000 in housing stabilization.

*Continued on page 6....*

## Economic Indicators, *continued*

### **Key Revenues**

- ➔ Countywide, property tax revenue has continued to grow modestly. For FY 2019-20 this source of revenue is projected to flatten slightly.

### **Expenditures**

- ↑ Total County personnel services that were estimated to increase 3.6% are instead increasing by 7.8% or \$22.2 million. This is due in part to PERS assessments this year at 16% but also to larger cost of living adjustments driven by CPI growth as well as to increased staffing, particularly in the Sheriff's Office.
- ↑ Allocated costs are increasing 12% for FY 2019-20 and comprise 3.9% of the County's budget overall, an increase of \$4.2 million. This is due to increases in staffing costs for new positions in Finance and Human Resources approved in FY 2016-17 which are now part of the allocation model as well as increases across the board in materials costs.

## Budget Development

- Reserves are budgeted, per Board policy, at 10% of unrestricted General Fund revenue or \$13.6 million. An additional \$3 million is held in the General Fund Reserve to help defray future increases in personnel expenses, such as PERS assessments, and another \$200,000 is still being held in Reserve to cover the final year of Self Insurance Reserve replenishment.
- Contingency is budgeted at 5% of General Fund expenditures or \$9.5 million. An additional \$8.3 million of General Obligation bond proceeds also sits in Contingency for anticipated disbursement in the upcoming fiscal year, and this year we added \$1.3 million to contingency to offset impacts, if any, of implementation of the Equal Pay Act. In all, Contingency totals \$19.1 million.

### **County Staffing**

The budgeted number of FTEs is holding steady with modest fluctuations year to year.

Budget Year:	<u>2016—2017</u>	<u>2017—2018</u>	<u>2018—2019 Est.</u>	<u>2019—2020 Projected</u>
FTEs:	2,067	2,099	2,171	2,190

### **Overarching Issues**

Looking forward, we anticipate continued progress in FY 2019-20 on several important issues and areas of interest facing the County. Among them are:

- Ensuring careful oversight and stewardship of General Fund resources, including rightsizing the entire County budget going forward.
- Streamlining internal service delivery through technology to respond to service demands.
- Maintaining adequate reserves to maintain our excellent bond rating and to continue to address increases in PERS rates.
- Replacement of the County's 20 year old Enterprise Resource Planning financial/human resources information system will be needed in the next 18 months; it will be costly in resources and staff time.

### **Budget Approach**

During budget development we discovered that while our property tax revenues have risen about 5%, anticipated expenses are increasing at a rate of about 7%. Simply put, we are dealing with a situation where costs are rising faster than revenue. This situation is intensified due to the adoption of several new programs over the past years which then became part of our ongoing budgets. This compounded the long-

## Budget Development, *continued*

term fiscal impact because most of these new programs involved hiring new employees and personnel costs have traditionally outpaced inflation.

Additionally, two important sources of revenue to the General Fund are declining. Recording fees have reduced to the point that no contribution is anticipated to the General Fund for FY 2019-20. This decline is due to the reduction in the number of pages for real estate transaction documents; recording fees are set by the State on a per page basis. In the past, the Clerk's Office typically received an excess of recording fee revenue which the department contributed the net of at about \$1 million annually. However, over the last three fiscal years, that amount has declined rapidly. At this point, expenses are greater than the revenues, resulting in a need to provide \$169,669 in General Fund to the Clerk's Office to make up the resulting deficit. Franchise Fees are also steadily declining as more people migrate from cable to streaming services.

When preparing the March 2019 forecast we noted that, after calculating the maintenance level formula, General Fund support far exceeded the May 2018 forecasted amount for Operating Subsidy Transfers to departments. To begin addressing the initial \$12 million deficit, we asked departments for 2%-5% cuts which would amount to approximately \$4.7 million less in operating subsidy transfers to departments – this request was factored into the March 2019 forecast. The remaining deficit after these requested cuts was \$7.3 million.

Most departments were able to make these 2%-5% reductions. A few departments made initial reductions greater than those requested. All internal service departments were asked to flatten staffing and make greater reductions wherever possible. In all, internal service department cuts totaled \$1.5 million or about 40% of the total reductions. Reductions in the Facilities budget were returned to departments to ease the impacts. That said, about 50% of county departments, cognizant of the continuing deficit, returned their Facilities reductions to the General Fund for a total savings of approximately \$69,000. All said and done, between the March 2019 and May 2019 forecasts we received \$3.9 million in reductions to operating subsidies, which included foregoing the annual contribution of \$2.5 million for countywide facilities capital projects, and \$7.2 million in additional subsidy requests.

During the same March to May period, we increased revenue estimates by approximately \$4.9 million primarily from one time sources including a \$700,000 transfer from Justice Court and \$3.3 million from a non-restricted onetime influx of marijuana tax revenue included in beginning fund balance distributed by the state in FY 2017-18 in catch up payments from the first 1.5 years of collections. We also decreased estimated expenses by approximately \$2.7 million in various spending lines, the largest of which was reducing \$2.8 million in estimated courthouse debt service by \$2 million while retaining \$800,000 in program expense to continue planning efforts of the project. All told, these changes produced a net decrease to the deficit of approximately \$1.7 million, resulting in net operating expenses of approximately \$5.6 million.

We requested departments not submit Policy Level Proposals this year because, with the deficit we needed to address, there would be no discretionary General Fund funding available beyond Contingencies and Reserves. Other than five specific recommendations made by the County Administrator for specific expenditure increases based on budget reviews and discussions with each department, the Proposed Budget remains at the reduced level.

My Proposed Budget Recommendations are listed toward the end of this Budget Message. It is my request that the Budget Committee and the Board of County Commissioners consider those recommendations as input into their deliberation process as they discuss and finalize the Approved Budget.

## Elected Officials Compensation

Annually, the Citizen's Compensation Board for Elected Officials evaluates market data from similar labor markets such as Multnomah County, Washington County, Clark County, and City of Portland, to recommend elected official compensation that achieves or maintains competitive wages while considering internal alignment. The Compensation Board reviewed market comparables and strove this year to bring all elected officials' compensation to market parity. This year, four positions - Assessor, Clerk, Commissioner, and Treasurer - fall well below market. A recommendation for one additional position - District Attorney - has been made based entirely on compression with the second-in-command Chief Deputy District Attorney. The Compensation Board understands that the Non-Represented group is expected to receive a 3.5% cost of living increase on July 1, 2019 and used this data to determine possible compression between elected positions and their second-in-command positions.

This year, the Compensation Board recommended that select elected officials receive the full individual salary increases as specified below. The chart below shows each elected position's relationship to market average and the recommended individual increase, where applicable.

Elected Official	Relationship to Market Average	Recommended Salary Increase Effective July 1, 2019
Assessor*	- 9.0%	9.0%
Clerk	- 2.7%	2.7%
Commissioner	- 5.5%	5.5%
District Attorney*	+1.5%	3.0% <sup>1</sup>
Justice of the Peace	- 0.3%	0%
Sheriff*	+16.5%	0% <sup>2</sup>
Treasurer	- 8.1%	8.1%

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

<sup>1</sup> **District Attorney** — In the case of the District Attorney, the Compensation Board recommends an overall salary increase of 3.0%. The State contributes the majority of the District Attorney's salary and this recommendation represents the equivalent of an overall increase (i.e., since the desired salary increase is 3%, the actual increase to the County-paid portion is 10.43% which represents an overall increase of 3% to the District Attorney's salary).

<sup>2</sup> **Sheriff** — The Compensation Board reiterated that the County will continue to ensure the Sheriff's salary is at least \$1 per month more than the highest paid Undersheriff. This follows the Compensation Board practice and maintains compliance with ORS language.

The total fiscal impact of the Compensation Board's recommended increases is \$59,494.24 which constitutes just over 0.02% of the County's Adopted FY 2018-19 Personal Services Budget of \$283,164,113.



## Activity Highlights

Over the past year the County completed many noteworthy projects and activities; here are just a few.

- **Disaster Management** completed its required update of the County's Natural Hazard Mitigation Plan (NHMP). This plan helps the county plan for actions that can lessen the impact of disasters, identify risks associated with natural disasters, and work on long-term strategies for protecting people and property. In addition to being a proactive step in reducing risks, the plan is a pre-condition for receiving federal funding for important mitigation projects, including retrofitting roads, bridges, culverts and other structures to prevent recurring damage.
- Visitors to Clackamas County spent almost \$622 million in 2018, another record high over the previous year, continuing a decade long growth in **Tourism** revenues for the county.
- **C-COM/9-1-1** conducted 20 recruitments in this past fiscal year to correct historic understaffing and currently has 13 trainee call-taker and dispatchers, along with a fully-staffed technical team (of 4) & management team.
- **Stone Creek Golf Club** installed an emergency access gate off of Highway 213 to decrease response time for emergency personnel by several minutes which could be the difference in saving a life!
- In an effort to become more efficient and effective, the **Treasurer's Office** has begun posting tax distribution statements and the associated summary of transactions statements online. We are also developing an email list to email out notifications of when these statements are available online.
- **Economic Development** recently received Board approval to work on implementing the first *Land Bank Authority* in the State. Once established, the Land Bank Authority will facilitate the remediation, redevelopment, and revitalization of brown-field properties so they can be used for employment, affordable housing, or public open spaces.
- During FY 2019-20 **Water Environment Services** will complete a \$33 million capacity upgrade at the Tri-City water resource recovery facility and develop a comprehensive facilities plan to accommodate regional growth and infrastructure needs for the next 20 years.
- **Forest & Timber Management** has been active with land sales and exchanges to increase efficiencies for managing 3,200 acres of timberlands. Proceeds from timber harvest sales support **County Parks Program** operations and capital needs. In FY 2018-19 we;
  - \* Partnered with Western Rivers Conservancy to sell 200 forestland acres to enhance the Bureau of Land Management's Sandy Ridge Trail System;
  - \* Exchanged 50 forestland acres with Port Blakely Company to better align ownership;
  - \* Are working on the Boomer II timber sale, anticipated to result in the harvest and sale of 2 million board feet.
- **County Administration** is working with county departments to develop *Equitable Service Delivery Plans*; four departments will be completed in FY 2018-19 and more departments will be developing plans in FY 2019-20. In addition, we are designing an extensive county-wide *Workforce Character initiative* that includes Equity, Diversity and inclusion, our Core Values, and Our Customer Promise.
- **County Parks** has continued capital improvements throughout the Parks system with a focus on improving health and safety of park users. In FY 18-19, new restrooms were added in Feyrer Park and Barton Park and we are excited to be launching Master Planning for Barton Park to help address increasing demand for overnight camping, summer river recreation, and the feasibility of operating a shuttle bus system between Barton Park and the Carver Boat Ramp .
- The **District Attorney** established an *Early Resolution Docket* allowing 70% of all the cases to be resolved at the first appearance, typically the day of arrest. This "fast track" program condenses a typically 6 week process into 6 hours for criminal cases such as shoplifting, disorderly conduct, and trespass. Same justice, only sooner.
- **Economic Development** is developing a Global Trade Strategy which focuses on providing support and technical assistance for local companies in the Advanced Manufacturing, Food & Beverage, and Technology clusters to facilitate access to the global marketplace.

## Activity Highlights, continued

- The 112<sup>th</sup> **Clackamas County Fair** was held in August 2018. The Fair welcomed over 150,000 visitors, while the Rodeo welcomed over 20,000 visitors. Admission to the Fair on Thursday was *Free Until Three*, resulting in the highest Thursday attendance in several years! In August, The **Fair & Event Center** hosted the Franklin Graham Decision America Tour which over 12,000 people attended.
- The Public Safety Training Center (PSTC) now offers *Safe Community* courses. This new programing, represents the first 7 classes of an initiative to expand public classes taught by the **Sheriff's Office** in personal safety skills & knowledge. In the coming years, the Public Safety Training Center will become a resource for the entire Metro area for personal safety and skills instruction
- FY 2018-19 was a busy year for the **North Clackamas Parks and Recreation District**. The District:
  - \* Opened Wichita Park in Milwaukie which includes a playground, walking paths, disc golf, native plantings, and a memorial to Lynn Sharp – a longtime community champion of urban greenspaces; the project included a combination of NCPRD funds, a Land & Water Conservation Fund grant, and a generous contribution by the Linwood Neighborhood District Association.
  - \* Made substantial progress on the Boardman Wetland Complex in the Jennings Lodge area, It will open in fall 2019 and include a pedestrian boardwalk through the wetland, nature play area, and an outdoor learning classroom. This project is a partnership with the Oak Lodge Water Services District and receives grant funding from Metro and Oregon State Parks & Recreation.
  - \* Opened Hidden Falls Nature Park in Happy Valley, a once private 21-acre property with a beautiful natural area and 22-foot cascading waterfall; this project included a public-private partnership with Icon Construction & Development.
  - \* Completed final design for Milwaukie Bay Park, a collaboration with the City of Milwaukie; design was guided by a public process with the community and reflects its consensus on to gather, play and enjoy nature at this jewel on the Willamette River. Construction of the planned improvements will begin as funding is available.
- Law Enforcement Assisted Diversion aka LEAD: is a pre-charge diversion program designed to reduce future criminal behavior by providing social services rather than jail to individuals involved in low-level drug offenses and chronic homelessness. It was initiated by the **District Attorney's Office** in partnership with **Health, Housing and Human Services** and the **Sheriff's Office**.
- For the past 14 months, **Public & Government Affairs** has worked cooperatively with our **Technology Services Department** to develop an improved county website that will be easier to use by the community. The primary goal of this new site, which launched April 27, was to organize content around county services while improving content functionality.
- **Health, Housing & Human Services' Health Centers** was awarded a partnership by the North Clackamas School District to operate and manage the Rex Putnam School Based Health Center (SBHC) in July 2018. This partnership allows the Health Centers to expand access to health care in a school setting to provide primary care, behavioral, and dental services. The Rex Putnam Center has served 250 students this school year with 850 clinical visits; it is staffed with a Nurse Practitioner, a Certified Medical Assistant, a Mental Health Specialist, and a Health Educator.
- **Business & Community Services Administration** is coordinating a multi-division planning process in support of the work of the citizen Concord Property and Library Planning Task Force to recommend the best future use(s) of the Concord Property acquired by NCPRD in 2018. We are also supporting the Gladstone Community Library Planning Task Force's work on developing a Master Plan for a new Gladstone Public Library. Meanwhile, the County's Oak Lodge Library is preparing to formally assume operations of the Gladstone Library in FY 2019-20. We also coordinated a successful amendment of the Clackamas County Library District Master IGA to implement the Settlement Agreement between Clackamas County and the City of Gladstone with participation from the Library District Advisory Committee, the Settlement Agreement Implementation Task Force, and the 11 member cities of the Clackamas County Library District .



## Activity Highlights, continued

- The Clackamas County Inter-agency Taskforce, led by the **Sheriff's Office**, is a coordinated group effort by local and federal law-enforcement officials to reduce illegal drugs and related crimes, including child endangerment, in Clackamas County. Accomplishments of the Taskforce in FY 2018-19 include: Nine (9) arrests were made; Seized 4.5 pounds of cocaine; Seized nearly \$195,000 in cash; Seized 126.75 pounds of methamphetamine; Confiscated 5 firearms; and Seized more than 16 pounds of heroin.
- The **Assessor's** office reports the FY 2018-19 capital expenditure for oblique aerial imagery has already resulted in positive improvements to fair and equitable property tax assessment. Within two weeks of implementation, we discovered three properties with a total market value of over \$2 million missing from the tax rolls which will add \$100,000 in tax revenue to the 2019 tax roll and over \$40,000 each year thereafter. The imagery has also assisted in appeals and the verification and valuation of property and has reduced field time and fuel costs for appraisers. During training provided to our staff and over 60 staff from other county departments, three cities, and two fire districts, many found the imagery would provide such significant benefit that they committed to being a cost sharing partner beginning in FY 2020-21.
- **File-Less Prosecution:** In alignment with the county's sustainable workplace goals, the **District Attorney's Office** is continually improving its processes and services to better serve the public. Through its file-less initiative, the department no longer creates physical file folders, eliminating the need for 8,000 to 9,000 file folders per year. This focused effort to reduce overall paper usage will result in saving 46 trees or 768 reams of paper this fiscal year by eliminating the need for printed police reports!
- The Affordable Housing and Services Fund in **Health, Housing & Human Services** has been used to fund case management and operations for the Veterans Village transitional shelter community for veterans experiencing homelessness. Since opening in October 2018, five program participants successfully transitioned into permanent housing, helping the County progress toward its goal of ending veterans homelessness by 2019.
- In January 2019, the County's light vehicle fleet operation was transferred from the **Finance** department where it had resided for over a decade to **Transportation & Development** following a several month assessment process. Consultants from the fleet industry performed the assessment which recommended, among other improvements, combining Transportation & Development's heavy fleet operation with Finance's light fleet operation would result in significant operational efficiencies, opportunities for workforce development among all County fleet employees, and cost savings. One of the first major changes is the relocation of the Fleet office to the McCoy building. This will provide a single location for customers of both Transportation Maintenance and Fleet Services and result in a reduction of duplicated services. Each of the programs within the newly combined Fleet operation are under review in an effort to uncover further opportunities for increased efficiencies.
- **Library Systems & Shared Library Services** implemented a new online *Cultural Pass Express* reservation system offering library patrons free access to 12 cultural venues including the End of the Oregon Trail Interpretative Center and the Portland Art Museum and Japanese Garden. Patrons can access their reservations and passes from their phone or mobile device! We are also partnering with Libraries and **Sustainability and Solid Waste** to develop a *Library of Things* in nine of the 13 libraries in the county; these collections will be available in Summer 2019 and will include items such as small kitchen appliances/baking pans, games, home technology, and more.
- The **Jail** started a Medication-Assisted Treatment program with community and internal partners utilizing U.S. Food and Drug Administration approved medications, to help individuals in custody with opioid and alcohol use disorder in the detoxing processes. In FY 2018-19, 1,200 people have participated in this detoxification program. The jail also initiated an evidence-based forced release system that ensures those with the least public safety risk are released to the community when overcrowding creates a need for forced jail releases. This effort along with an increased presence of pretrial services with Community Corrections will result in an estimated 34% reduction in forced releases this fiscal year

## **Administrator's Budget Recommendations**

This is a challenging year for our departments. After years of steady budgets, and some years of increased funding, this will be the last year where we propose a status-quo budget. Expenses are outpacing revenues. As a first-year County Administrator, it is important to me that we strategically plan for creating a sustainable budget, instead of imposing haphazard cuts to people and programs. We must work diligently together to create a sustainable future going forward. With this Proposed Budget we have stabilized our financial picture for the next year and now have time to strategically reset priorities that reduce our expenditures while resetting the course to achieve our goals for the future.

I am recommending a Proposed Budget that balances resources and requirements in accordance with the State of Oregon local budget law. In addition, I have maintained contingency and reserve levels totaling 15% per Board policy. Though balanced, this budget is not sustainable as I had to propose the use of one time resources to fund ongoing expenses to balance.

### **PERS Reserve**

Though the Oregon Legislature crafted a solution for PERS relief in 2013, the Oregon Supreme Court ultimately rejected PERS reform in 2015. As a result, beginning July 2017, PERS costs rose at a much greater rate than they would have had the reforms been left in place. While we had estimated that PERS costs (not including the 6% employer pick up) for the 2019-21 biennium would increase by an average of 20% (\$5 million countywide) this year, the actual increase was 16%. The County is holding \$3 million in the General Fund Reserve (in addition to the 10% required by policy) to offset future increases.

### **Self-Insurance and Benefits Administration**

Clackamas County is self-insured for employee health benefits which requires maintaining a statutorily required reserve in the event we end self-insurance and pay out the claims. In FY 2016-17, Human Resources separated the Risk Management and Self Insurance accounting into two separate lines of business which distinguished their individual funding streams. This highlighted an issue with the Self Insurance line of business. Because, historically, the benefits administration fee did not include any annual adjustment for inflation, other Risk Management funding sources had been subsidizing increases over the years while the fee itself was totally insufficient to cover actual costs. The overall Self Insurance Reserve need was \$2.6 million.

To address these issues, the \$2.6 million needed for the Self Insurance Reserve was dedicated in the General Fund Reserve for FY 2017-18. To smooth the impacts to departments of fee increases, we spread them over three years. In FY 2017-18 we increased the benefits administration fee to \$100 Per Employee Per Month (PEPM). In FY 2018-19, we adjusted the fee to \$141 PEPM for regular employees plus \$16 PEPM ongoing for temporary employees which helped bring the Self Insurance Reserve \$1 million closer to sustainability. Full sustainability is projected by the end of FY 2020-21. After June 30, 2021, when the Reserve is fully funded in Human Resources, the fee for regular employees is expected to decrease by about \$40 PEPM and include a modest annual adjustment for inflation going forward to maintain the Reserve. Full separation of the Self Insurance Reserve from the General Fund is projected in FY 2020-21.

### **Cost Allocation**

The County complies with federal Office of Management & Budget guidelines and regulations to cover most internal service (administrative) costs. This allows County departments to recover indirect administrative costs, or overhead, related to federal grant projects. Again this year, County Administration sponsored Cost Allocation workshops to educate departments about the reasons for allocated costs and how they are calculated.

### **Funding Recommendations**

As I met with each department, it became apparent to me that every part of our operations has its own unique challenges and, at the same time, offers distinct services to our public. Each department's budget

## **Administrator's Budget Recommendations, *continued***

presented limitations and opportunities. In crafting my budget recommendations, I took these limitations and opportunities into consideration, holding a few departments at status quo and reducing or enhancing others. In the end, though I present you with an operationally balanced budget, we will need to reprioritize our resources next fiscal year to achieve sustainable funding.

Overall, I reduced funding in most departments. At the same time, I have included four discrete funding increases totaling \$1.12 million and filled a budget gap of \$5.5 million in one department in my Proposed Budget. Of these proposals, two are intended to be ongoing, should resources allow, as noted in the proposals. All are discussed below.

### *Assessor's Office: Senior Appraiser Position* *\$100,342 ongoing General Fund funding*

The Assessor's Office originally proposed a budget reduced by \$38,000 in materials and services and, in addition, returned an additional \$10,950 in Facilities cost allocation reductions to the General Fund, a total of \$48,950. The Office also requested an additional senior appraiser position to take advantage of the potential for increased property tax revenue by the integration of the newly purchased Pictometry aerial imagery and the GIS information already in their system. This will increase the Assessor's ability to ensure all property is valued at 100% of real market value and allow the Office to meet a current unmet demand for reappraisals, both of which will result in increased property tax revenue. I have approved this position request contingent on results that yield a net ongoing revenue increase in FY 2019-20 that at a minimum covers its cost.

### *Clerk's Office: Offset Recording Fee Shortfall* *\$169,669 one-time General Fund funding*

Typically, the Clerk's Office returns any excess in recording fee collections to the General Fund because collections have exceeded operating expenses. Document recording has been decreasing. In FY 2019-20, expenses are projected to exceed collections by \$169,669. Recording fee amounts are set by the State and the Clerk's Office has no ability to increase them. I have approved a one-time \$169,669 increase in the Clerk's budget to make up for this deficit. We will monitor this situation carefully in FY 2019-20.

### *District Attorney: Two New Recordation Positions* *\$698,929 ongoing General Fund funding*

The District Attorney's Office reduced its proposed budget by a total of \$465,770 which included returning \$9,923 in Facilities cost allocation reductions to the General Fund. The State now requires District Attorney offices to record, transcribe, and store all Grand Jury proceedings. The State provided no funding for this mandate. In order to support this new work, the District Attorney projected a need for 2 additional FTE plus other expenses to balance which I have approved for an ongoing total of \$698,929. This approved addition represents a net FY 2019-20 budget increase for the District Attorney's Office of \$233,159. If more reductions are necessary in FY 2019-20, the DA's Office will have to reprioritize or reduce elsewhere.

### *Health, Housing & Human Services: Public Health* *\$150,000 one-time General Fund funding*

This department is facing a \$500,000 gap in Public Health. I have approved a one-time General Fund contribution to address this. Health, Housing & Human Services is reallocating Facilities allocated cost returns and implementing full cost recovery in its Environmental Health program to close this gap.

### *Sheriff's Office: Funding Gap Due to Added Staffing* *\$5.5 million one-time General Fund funding*

The Sheriff's Office, in response to prior budget approvals, has reached full deputy staffing and added deputies to open 26 unused existing jail beds. These ongoing costs have increased the Sheriff's budget, the full impact of which is realized in FY 2019-20, resulting in an approximate net gap of \$5.5 million. I have applied the bulk of the non-recurring one-time resources used to balance the budget to this funding gap on a one-time only basis. This is not a sustainable solution and it will be addressed next fiscal year when we strategically review program and service priorities countywide to establish a new baseline budget that is sustainable going forward.

## **Administrator's Budget Recommendations, *continued***

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I recognize that these recommendations represent a temporary fix. Starting July 1 with the new fiscal year we will be taking steps to head off these issues and build a strong and sustainable budget system going forward. To begin this process, I propose a hiring freeze starting July 1 that will include a process for me to review impacts and make exceptions if warranted. Further changes and actions will be needed and will include a full review of our budgeting processes, potentially deferring maintenance, and other temporary measures as are commonly used by governments to weather difficult financial times. We will also be strategically reviewing program and service priorities countywide to establish a new baseline budget and look for ways to increase efficiencies and reduce duplication of effort and cost.

In closing, I am proud to present the Budget Committee with a balanced budget and I look forward to building a strong and sustainable budget approach together in the coming fiscal year. I want to express my appreciation to all County departments who worked creatively to reduce their budgets to address the current gap so we can strategically address our budget system next fiscal year and continue to provide a wide array of excellent and essential services to both our community and to other departments through internal support departments.

Producing the annual budget is a large and collective task. I extend my sincere thanks to all the individual departments, budget preparers, and the many staff who undertake various production tasks. Especially noteworthy is the effort the following individuals in Finance and County Administration devote to ensuring an understandable and reliable process— Finance Director Christa Wolfe; Deputy Finance Director Haley Fish; Budget Manager Jennifer Chambers; Budget Coordinators Roxann Fisher and Jian Zhang; and Deputy County Administrator Laurel Butman. Thanks also to the Budget Committee for its continued review of the budget from development through approval every year.

Sincerely,



Gary Schmidt, County Administrator

**INQUIRY #16**  
**Sheriff's Office positions**

## Chambers, Jennifer

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**From:** Fish, Haley  
**Sent:** Thursday, May 16, 2019 6:08 PM  
**To:** Artmann, Nancy; Morrison, Jenna  
**Cc:** Schmidt, Gary; Wolfe, Christa; Butman, Laurel; Chambers, Jennifer; Pedersen, Heather; Anderson, Vicky  
**Subject:** FW: Info request from Commissioner Savas  
**Attachments:** CCSO Position Information Salary and Benefits 5.19 DRAFT.pdf; CCSO Temporary Employee list.pdf; Current PERS retirees Working as Temps CCSO.pdf

**Categories:** Waiting for Info

Hi Nancy

I had promised to get the Commissioner a response by the end of the day today. I know you are still working on your review of the CCSO Position Information Salary and Benefits schedule so I have marked it as a draft until I receive and am able to process your feedback. I will wait to provide to the entire budget committee until the schedule has been finalized.

Thank you for your assistance in helping us provide accurate information to our stakeholders,  
Haley

**Haley Fish, CPA | DEPUTY DIRECTOR**  
**DEPARTMENT OF FINANCE | Office of the Director**  
CLACKAMAS COUNTY  
Direct 503.742.5425  
iPhone 503.481.7500  
[HFish@co.clackamas.or.us](mailto:HFish@co.clackamas.or.us)

*My office hours are Monday-Thursday 8am to 5pm*

*Strive for continuous improvement...*

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**From:** Fish, Haley  
**Sent:** Thursday, May 16, 2019 6:03 PM  
**To:** Moreland, Tracy <TracyMor@clackamas.us>  
**Cc:** Schmidt, Gary <GSchmidt@clackamas.us>; Wolfe, Christa <CWolfe@clackamas.us>; Butman, Laurel <LButman@clackamas.us>; Pedersen, Heather <HeatherPed@clackamas.us>; Chambers, Jennifer <JChambers@clackamas.us>  
**Subject:** RE: Info request from Commissioner Savas

Hi Tracy

As promised I wanted to forward what we have complied. You will note that the Position Information Salary and Benefits schedule is identified as a DRAFT as we did circulate it for review and have not received feedback from all parties yet. As soon as we have a final version I will provide it to you. Included on the CCSO Temporary Employee List are all rehired retirees, which I have confirmed have been hired as temporary employees and not through a personal services contract. The list includes their hourly rate. Per our previous response related to retirees we did look at all

the retiree rehires and confirmed that none are currently receiving any department paid employee benefits, with the exception of the following monthly fees, which apply to all temporary employees:

- Benefit Administration fee: \$16 PEP
- Wellness fee: \$2.86 PEP
- EAP: \$2.50

So no health or retirement contributions.

I would also note that the attached schedules include Sheriff and Community Corrections employees. Please let me know if you have any follow questions on the attached schedules and I can coordinate responses.

**Haley Fish, CPA | DEPUTY DIRECTOR**  
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*My office hours are Monday-Thursday 9am to 5pm*

*Strive for continuous improvement...*

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**From:** Moreland, Tracy  
**Sent:** Thursday, May 16, 2019 4:50 PM  
**To:** Fish, Haley <[HFish@clackamas.us](mailto:HFish@clackamas.us)>; Pedersen, Heather <[HeatherPed@clackamas.us](mailto:HeatherPed@clackamas.us)>  
**Subject:** RE: Info request from Commissioner Savas

Hi there- I am just checking in on this; I would like to get this info to Commissioner Savas for review. Thanks for all the work- I know this was a detailed request.  
Tracy

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**From:** Fish, Haley <[HFish@clackamas.us](mailto:HFish@clackamas.us)>  
**Sent:** Wednesday, May 15, 2019 1:45 PM  
**To:** Pedersen, Heather <[HeatherPed@clackamas.us](mailto:HeatherPed@clackamas.us)>; Moreland, Tracy <[TracyMor@clackamas.us](mailto:TracyMor@clackamas.us)>  
**Cc:** Schmidt, Gary <[GSchmidt@clackamas.us](mailto:GSchmidt@clackamas.us)>; Butman, Laurel <[LButman@clackamas.us](mailto:LButman@clackamas.us)>; Wolfe, Christa <[CWolfe@clackamas.us](mailto:CWolfe@clackamas.us)>; Chambers, Jennifer <[JChambers@clackamas.us](mailto:JChambers@clackamas.us)>  
**Subject:** RE: Info request from Commissioner Savas

Hi Tracy

I just wanted to let you know that I had some follow up questions and anticipate getting you a full response by the end of day tomorrow at the latest.

Thank you,

**Haley Fish, CPA | DEPUTY DIRECTOR**  
**DEPARTMENT OF FINANCE | Office of the Director**  
CLACKAMAS COUNTY  
Direct 503.742.5425  
iPhone 503.481.7500  
[HFish@co.clackamas.or.us](mailto:HFish@co.clackamas.or.us)

*My office hours are Monday-Thursday 8am to 5pm*



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**From:** Pedersen, Heather  
**Sent:** Tuesday, May 14, 2019 5:45 PM  
**To:** Moreland, Tracy <[TracyMor@clackamas.us](mailto:TracyMor@clackamas.us)>  
**Cc:** Fish, Haley <[HFish@clackamas.us](mailto:HFish@clackamas.us)>  
**Subject:** RE: Info request from Commissioner Savas

Tracy, I've collaborated with Finance staff to provide this information. I just sent Haley Fish the final reports and she will review and forward to Commissioner Savas and the Budget Committee.

**Heather Pedersen**  
P: (503) 742-5484  
[heatherped@clackamas.us](mailto:heatherped@clackamas.us)

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**From:** Moreland, Tracy <[TracyMor@clackamas.us](mailto:TracyMor@clackamas.us)>  
**Sent:** Thursday, May 9, 2019 11:01 AM  
**To:** Pedersen, Heather <[HeatherPed@clackamas.us](mailto:HeatherPed@clackamas.us)>  
**Cc:** Minor-Lawrence, Evelyn <[Elawrence2@clackamas.us](mailto:Elawrence2@clackamas.us)>; Butman, Laurel <[LButman@clackamas.us](mailto:LButman@clackamas.us)>; Schmidt, Gary <[GSchmidt@clackamas.us](mailto:GSchmidt@clackamas.us)>  
**Subject:** Info request from Commissioner Savas

Hi Heather- I am writing with a request from Commissioner Savas. Laurel suggested you and HR would be a place to start. Commissioner Savas would like some information about the 460-plus Clackamas County Sheriff's Office positions; specifically he would like to know (at this point in time):

- Number of positions that are filled and how many are vacant
- Ratio of sworn to non-sworn positions; number of part-time employees
- Positions broken down by classification- and hourly wage range for each classification
- Full cost with salary and benefits of the different position classifications in the Sheriff's Office
- How many retirees work on contract for the CCSO and do they receive a flat rate or are they paid by the hour? What are their wages?

Please let me know if this is do-able, about how long this research will take, and if any of it is housed in Finance. Thank you,  
Tracy

Tracy Moreland  
Policy Advisor  
Clackamas County Administration  
503-742-5974  
[tracymor@clackamas.us](mailto:tracymor@clackamas.us)

The Office of the County Administrator would love to get your feedback on our service. Please take a minute to fill out the following 5-question survey.  
<https://www.surveymonkey.com/r/HZPQSCC>



# CCSO Position Information Salary and Benefits as of May 2019

Includes Levy, Enhanced Law Enforcement District and Sheriff Operations; excludes Community Corrections.

Sworn Classifications in Blue					Salary Range								
Classification	Total Number of FTE's	Vacancies	Sal Plan	Grade	Monthly Salary Minimum	Monthly Salary Maximum	Annual Salary Minimum	Annual Salary Maximum	Benefits % of Salary	Monthly Salary Minimum + Benefits	Annual Salary Minimum + Benefits	Monthly Salary Maximum + Benefits	Annual Salary Maximum + Benefits
Accounting Specialist 1	0.75	0.0	POA	13	3,654	4,628	43,843	55,538	78%	6,504	78,041	8,238	98,858
Accounting Specialist 2	1.0	0.0	POA	15	4,001	5,108	48,012	61,296	86%	7,442	89,302	9,501	114,011
Accounting Specialist 3	1.0	0.0	POA	16	4,196	5,360	50,350	64,324	69%	7,091	85,092	9,058	108,708
Administrative Specialist 2	2.0	0.0	POA	17	4,411	5,628	52,930	67,533	80%	7,940	95,274	10,130	121,559
Alarm Ordinance Coordinator	1.0	0.0	POA	13	3,654	4,628	43,843	55,538	68%	6,139	73,656	7,775	93,304
Building Maint Assistant	1.0	0.0	POA	11	3,324	4,196	39,884	50,350	69%	5,618	67,404	7,091	85,092
Building Maint Coordinator	1.0	0.0	POA	21	5,360	6,872	64,324	82,467	56%	8,362	100,345	10,720	128,649
Building Maint Spec, Sr	2.0	0.0	POA	19	4,868	6,220	58,417	74,639	68%	8,178	98,141	10,450	125,394
Building Maint Specialist	1.0	0.0	POA	17	4,411	5,628	52,930	67,533	77%	7,807	93,686	9,962	119,533
Captain*	7.0	0.0	NSO	34	9,189	12,406	110,273	148,868	67%	15,346	184,156	20,718	248,610
Community Relations Spec 1	2.0	0.0	POA	18	4,628	5,928	55,538	71,132	79%	8,284	99,413	10,611	127,326
Community Service Officer	15.0	0.0	POA	14	3,843	4,868	46,122	58,417	72%	6,610	79,330	8,373	100,477
Computer Forensics Analyst	1.0	0.0	POA	20	5,108	6,537	61,296	78,449	59%	8,122	97,461	10,394	124,734
Cook	3.0	0.0	POA	13	3,654	4,628	43,843	55,538	76%	6,431	77,164	8,145	97,747
County Sheriff	1.0	0.0	ELO	54	14,865	14,865	178,378	178,378	59%	23,635	283,621	23,635	283,621
Crime Analyst	3.0	0.0	POA	21	5,360	6,872	64,324	82,467	64%	8,790	105,491	11,270	135,246
Crime Scene Investigator	2.0	0.0	POA	20	5,108	6,537	61,296	78,449	56%	7,968	95,622	10,198	122,380
Deputy Sheriff *	136.0	4.0	POA	20	5,108	6,537	61,296	78,449	62%	8,275	99,300	10,590	127,087
Deputy Sheriff, Recruit*	8.0	0.0	POA	16	4,196	5,108	50,350	61,296	51%	6,336	76,029	7,713	92,557
Detective	23.0	2.0	POA	24	6,298	7,297	75,572	87,566	66%	10,455	125,450	12,113	145,360
Evidence Technician	3.0	0.0	POA	22	5,628	7,207	67,533	86,485	69%	9,511	114,131	12,180	146,160
Food Service Coordinator	1.0	0.0	POA	19	4,868	6,220	58,417	74,639	23%	5,988	71,853	7,651	91,806
Forensic Artist	1.0	0.0	POA	14	3,843	4,868	46,122	58,417	74%	6,687	80,252	8,470	101,646
Human Services Assistant	2.0	0.0	POA	13	3,654	4,628	43,843	55,538	56%	5,700	68,395	7,220	86,639
Jail Deputy*	95.0	0.0	POA	20	5,108	6,537	61,296	78,449	65%	8,428	101,138	10,786	129,441
Jail Deputy, Recruit*	6.0	0.0	POA	16	4,196	5,108	50,350	61,296	58%	6,630	79,553	8,071	96,848
Jail Lieutenant*	4.0	0.0	NSO	32	8,335	11,252	100,021	135,028	68%	14,003	168,035	18,903	226,847
Jail Sergeant	13.0	0.0	POA	26	6,872	7,949	82,467	95,392	60%	10,995	131,947	12,718	152,627
Jail Services Technician	15.0	2.0	POA	13	3,654	4,628	43,843	55,538	70%	6,212	74,533	7,868	94,415
Lieutenant*	11.0	1.0	NSO	32	8,335	11,252	100,021	135,028	60%	13,336	160,034	18,003	216,045
Management Analyst 1	4.0	0.0	POA	19	4,868	6,220	58,417	74,639	70%	8,276	99,309	10,574	126,886
Management Analyst 2	5.0	0.0	POA	21	5,360	6,872	64,324	82,467	61%	8,630	103,562	11,064	132,772
Microcomputer Specialist 1	2.0	0.0	POA	19	4,868	6,220	58,417	74,639	75%	8,519	102,230	10,885	130,618
Microcomputer Specialist, Sr	3.0	0.0	POA	25	6,537	8,354	78,449	100,250	53%	10,002	120,027	12,782	153,383
Office Specialist 1	1.0	0.0	POA	10	3,149	4,001	37,785	48,012	64%	5,164	61,967	6,562	78,740
Office Specialist 2	15.0	0.0	POA	12	3,481	4,411	41,774	52,930	77%	6,161	73,940	7,807	93,686
Policy, Performance & Research Analyst	1.0	1.0	NSO	23	5,373	7,253	64,474	87,040	77%	9,510	114,119	12,838	154,061
Property & Evidence Cord	1.0	0.0	POA	18	4,628	5,928	55,538	71,132	73%	8,006	96,081	10,255	123,058
Property & Evidence Rm Supv*	1.0	0.0	NSO	24	5,642	7,616	67,674	91,392	69%	9,535	114,369	12,871	154,452
Property & Evidence Specialist	2.0	0.0	POA	16	4,196	4,868	50,350	58,417	89%	7,930	95,162	9,201	110,408
Public Range Training Specialist	1.0	0.0	POA	15	4,001	5,108	48,012	61,296	67%	6,682	80,180	8,530	102,364
Sergeant	34.0	2.0	POA	26	6,872	7,949	82,467	95,392	60%	10,995	131,947	12,718	152,627



## CCSO Temporary Jobs

5.14.19

Job Title	Sal Plan	Grade	Step	Hrly Rate	Original Hire Date
Background Investigator	POA	20	3	32.468007	6/1/1970
Background Investigator	POA	20	2	30.925139	9/28/1992
Background Investigator	POA	20	3	32.468007	9/30/2014
Background Investigator	POA	20	1	29.469122	11/27/2017
Background Investigator	POA	20	4	34.198075	2/3/1987
Background Investigator	POA	20	4	34.198075	8/3/1981
Background Investigator	POA	20	2	30.925139	7/5/1995
Background Investigator	POA	20	2	30.925139	1/7/1989
Background Investigator	POA	20	4	34.198075	12/27/1983
Background Investigator	POA	20	2	30.925139	6/20/2001
Background Investigator	POA	20	5	35.884320	12/8/1988
Building Maint Spec, Sr	POA	19	5	34.198075	4/26/1999
Courier (S/O)	STT	962	0	17.300846	6/9/2015
Courier (S/O)	STT	962	6	22.173808	9/10/2007
Crime Analyst	POA	21	6	39.647567	3/7/1988
Deputy Sheriff	POA	20	6	37.716008	8/20/1998
Detective	POA	24	4	41.579288	11/28/1983
Eligibility Aide (S/O)	STT	903	1	17.996763	2/13/2018
Food Service Coordinator	POA	19	4	32.468007	7/18/2011
Management Analyst 1	POA	19	3	30.925139	3/27/2019
Microcomputer Specialist, Sr	POA	25	6	48.197246	10/15/1997
Office Specialist 1	POA	10	1	18.165881	9/12/2017
Office Specialist 2	POA	12	4	23.082828	3/22/2004
Office Specialist 2	POA	12	1	20.083787	1/10/2017
Office Specialist 2	POA	12	1	20.083787	1/29/2018
Property & Evidence Specialist	POA	16	2	25.446906	9/4/2018
Range Safety Officer (S/O)	STT	954	6	21.251138	5/8/2004
Range Training Officer (S/O)	STT	953	1	21.774935	6/16/2017
Range Training Officer (S/O)	STT	953	1	21.774935	5/17/2017
Range Training Officer (S/O)	STT	953	1	21.774935	6/14/2018
Range Training Officer (S/O)	STT	953	2	22.867422	7/9/2013
Range Training Officer (S/O)	STT	953	2	22.867422	4/11/2013
Range Training Officer (S/O)	STT	953	5	26.459164	12/3/2005
Range Training Officer (S/O)	STT	953	1	21.774935	1/13/2018
Range Training Officer (S/O)	STT	953	1	21.774935	6/28/2018
Range Training Officer (S/O)	STT	953	2	22.867422	5/8/2004
Range Training Officer (S/O)	STT	953	1	21.774935	11/15/2018
Range Training Officer (S/O)	STT	953	2	22.867422	8/21/2015
Range Training Officer (S/O)	STT	953	1	21.774935	6/21/2016
Range Training Officer (S/O)	STT	953	2	22.867422	7/15/2010
Reserve Deputy 1 (S/O)	STT	947	0	27.929583	2/4/2017
Reserve Deputy 1 (S/O)	STT	947	0	27.929583	11/1/2010

**CCSO Temporary Jobs****5.14.19**

<b>Job Title</b>	<b>Sal Plan</b>	<b>Grade</b>	<b>Step</b>	<b>Hrly Rate</b>	<b>Original Hire Date</b>
Reserve Deputy 1 (S/O)	STT	947	1	27.929583	9/13/2014
Reserve Deputy 1 (S/O)	STT	947	1	27.929583	6/14/2002
Reserve Deputy 1 (S/O)	STT	947	1	27.929583	12/16/2017
Sheriff's Adm Analyst, Sr*	NSO	23	0	39.987751	9/5/1995
Sheriff's Office Manager*	NSO	24	0	41.871172	1/1/1982
Undersheriff*	NSO	37	0	82.853142	5/13/1990
Undersheriff*	NSO	37	0	82.853142	2/23/2008

**49 Temporary Employees**

**CURRENT PERS RETIREES WORKING AS TEMPS**

<b>Dept.</b>	<b>Title</b>	<b>Hrly Rate</b>
Sheriff - Admin	Crime Analyst	\$ 39.65
Sheriff - Admin	Undersheriff	\$ 82.85
Sheriff - Admin	Detective	\$ 41.58
Sheriff - Admin	SO Adm. Analyst, Sr.	\$ 39.99
Sheriff - Admin	Undersheriff	\$ 82.85
Sheriff - Civil	Deputy Sheriff	\$ 37.72
Sheriff - IT	Microcomputer Spec, Sr.	\$ 48.20
Sheriff - Jail	Building Maintenance, Spec, Sr.	\$ 34.20
Sheriff - Jail	Food Services Coordinator	\$ 32.47
Sheriff - Support Services	Background Investigator	\$ 30.93
Sheriff - Support Services	Background Investigator	\$ 32.47
Sheriff - Support Services	Background Investigator	\$ 35.88
Sheriff - Support Services	Background Investigator	\$ 30.93
Sheriff - Support Services	Background Investigator	\$ 34.20
Sheriff - Support Services	Background Investigator	\$ 34.20
Sheriff - Support Services	Background Investigator	\$ 30.93
Sheriff - Support Services	Background Investigator	\$ 34.20
Sheriff - Patrol	Deputy Sheriff	\$ 37.72