



Business & Community Services

FY 22-23 BUDGET PRESENTATION

SARAH ECKMAN, INTERIM DIRECTOR
EILEEN STEIN, INTERIM DEPUTY DIRECTOR



2021 Major Accomplishments

AREA	DESCRIPTION
BCS Administration/Financial Management & Planning	<ul style="list-style-type: none"> • Implemented new Performance Clackamas goals. • Provided significant support for financial management and tracking of CARES funding and FEMA reimbursement activities related to 2020 wildfires and ice storm.
Economic Development	<ul style="list-style-type: none"> • Received 2021 National Association of Counties (NACo) achievement award for COVID-19 Business Support Program: No Small Business Left Behind. • Collaborated with Micro Enterprise Services of Oregon (MESO) to distribute more than \$8,700,000 in grants to businesses in Clackamas County. • Parted with seven local chambers of commerce to provide six Business Recovery Centers (BRCs). • Partnered with MESO to provide technical assistance to up to 45 businesses per year.
County Fair & Rodeo/Event Center	<ul style="list-style-type: none"> • 114th Clackamas County Fair & Rodeo welcomed 49,269 paid attendees. Rodeo sold out Thursday, Friday and Saturday. • Held many successful events including, Halloween haunted house, Christmas light festival, Christmas and Spring bazaar, gun show and Master Gardner's spring garden fair. • Awarded \$4.79 million in ARPA funds for multipurpose building and RV Park.
Property Resources	<ul style="list-style-type: none"> • Managed properties received through recent foreclosure, ensuring they are cleaned up and ready for auction in FY22/23.
Library Support Services	<ul style="list-style-type: none"> • Replaced aging and critical firewall software and hardware: <ul style="list-style-type: none"> • Cost savings to the County of over \$200,000 • Aligns with the County's strategic priority to build strong infrastructure • Significantly reduces the change of unauthorized access/downtime for the online library catalog • Designed to handle the high volume of data going in and out of the libraries • Provided critical support as all libraries in the County reopened for full services. • Coordinated the review of all print materials owned by the 13 public libraries in the County through a tool called a "diversity audit" where all titles were compared to a professionally curated list of diverse/inclusive books.

2021 Major Accomplishments

AREA	DESCRIPTION
Oak Lodge & Gladstone Libraries	<ul style="list-style-type: none"> • Take and Make kids' craft kids were extended past Summer Ready 2020-2021 and continue to be available on a monthly basis. • Collaborated with the Friends of the Gladstone Nature Park and the Gladstone Library Foundation to conceptualize a "StoryWalk®" in the park. • Both communities remain fully engaged in task force work to discuss and review their new library building designs and make formal recommendations.
County Parks	<ul style="list-style-type: none"> • In a challenging year, with reduced seasonal staffing levels, County Parks continued to provide clean, safe and healthy outdoor recreation. • Secured grants to assist with the costs of repaving Barton East RV campground and replacement docks at Boones Ferry Marina. • Partnered with NW College of Construction to provide student learning opportunities while accomplishing needed concrete, carpentry and heavy equipment projects. • Started receiving visitation data from the car counters installed at park locations, allowing staff to GPS map park utilities and infrastructure to create operations and maintenance manuals for each park.
Forestry	<ul style="list-style-type: none"> • Completed a successful harvest of over 400,000 board feet of timber from 40 acres of forest land damaged in the 2020 wildfires. • Replanted more than 30,000 trees on 4 forest parcels, restoring and preparing those sites for long-term sustained harvest. • Partnered with Transportation Maintenance on a replanting project at the Barton Stockpile and with Water Environment Services for tree removal at the Hoodland Water Treatment Plant. • Cleaned up more than 40 illegal dump sites on forestlands resulting in approx. 43,000 lbs. of solid waste taken to the transfer station.
Stone Creek Golf Club	<ul style="list-style-type: none"> • Completed netting and pole replacement project from ice storm damage in 2001. • Golfing rounds were up from years past, and many new golfers are coming to Stone Creek. • Created a new app so patrons can book and pay online for their tee time.

Performance Clackamas Strategic Results

Line of Business/Program	BCS Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY22-23 Target
BCS Administration/Financial Management & Analysis	% of program that have their contingency funds fully funded at 10%	100%	80%	100%	80%
County Fair & Rodeo Event Center	% of available event spaces utilized	52%	80%	85%	85%
Economic Development	\$ invested by businesses in enterprise zone	\$0	\$9,000,000	\$0	\$5,000,000
Oak Lodge Library/ Gladstone Library	% materials circulated at least once per year	51%	80%	80%	80%
Library Support Services	% time the library catalog is operational	99%	99%	99.76%	99%

Performance Clackamas Strategic Results

Line of Business/Program	BCS Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY22-23 Target
County Parks	% of survey respondents who report that the County park they visited is clean and safe	98%	90%	98%	90%
Stone Creek Golf Club	% of available golf rounds being filled during playable golf days	70%	70%	70%	70%
Forestry	\$ (net) earned from timber sales	NEW	\$280,000	\$280,000	\$280,000
Property Disposition	% held for resale foreclosed properties that are repurposed for public benefit or returned to the tax rolls	9%	20%	20%	20%

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds (\$ millions)	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Fair & Event Center	County Fair & Rodeo	\$5.0M	0%	76%	State/County	5%	50%
Fair & Event Center	County Events Center	\$1.0M	0%	37%	State/County	5%	0%
Economic Development	Economic Development	\$7.3M	0%	100%	State	100%	25%
Economic Development	Land Bank Authority	\$0.7M	0%	100%	State	100%	N/A
Library	Library Support Services	\$6.4M	100%	100%	IGA	100%	50%
Library	Oak Lodge Library	\$14.9M	0%	100%	IGA	100%	33%
Library	Gladstone Library	\$6.5M	0%	100%	IGA	100%	0%
County Parks & Golf	County Parks	\$3.1M	7%	35%	None	100%	33%
County Parks & Golf	Stone Creek Golf Club	\$4.5M	0%	0%	None	5%	0%
Assets	Forestry	\$5.6M	0%	1%	Fed/State	100%	100%
Assets	Property Disposition	\$2.6M	0%	100%	State/County	100%	0%



Business and Community Services (50/65)

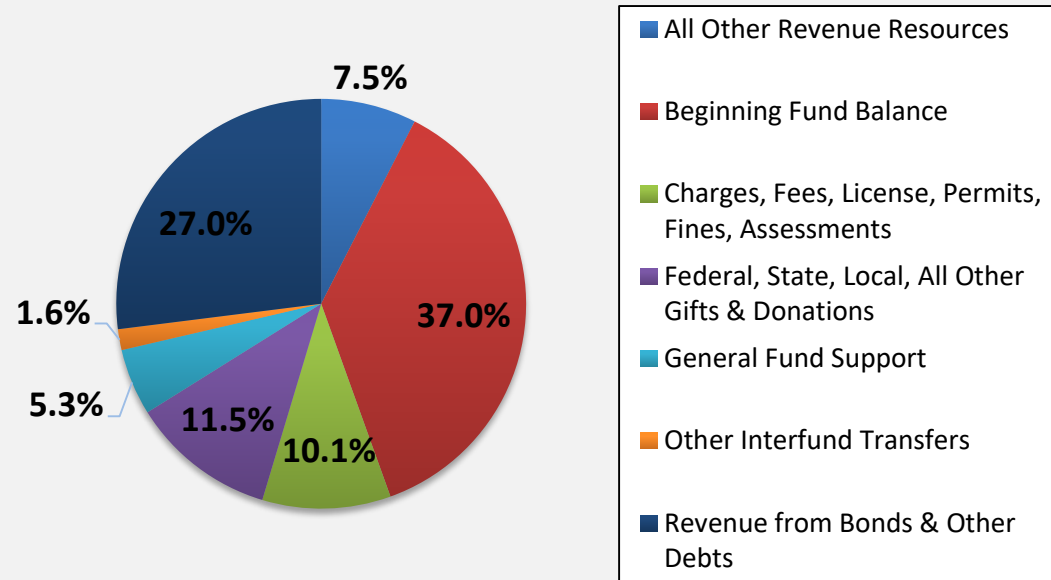
Department Budget Summary by Fund

Line of Business		FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23
Program	Prog #	FTE	County Fair Fund (201)	Lottery Fund (208)	Library Fund Fund (212)	Property Resources Fund (218)	ARPA Fund (230)	Parks & Forestry Fund (257)	Stone Creek Golf Course Fund (601)	Total Budget	General Fund Support in Budget**
BCS Administration											
Office of the Director	500101	3.1	-	737,444	-	-	-	-	-	737,444	-
Financial Management & Analysis	500102	2.8	-	839,262	-	-	-	-	-	839,262	-
Fair & Event Center											
County Event Center	500402	-	962,469	-	-	-	-	-	-	962,469	-
County Fair & Rodeo	500403	-	4,993,258	-	-	-	-	-	-	4,993,258	-
Economic Development											
Economic Development	650202	4.4	-	3,616,183	-	-	3,650,000	-	-	7,266,183	-
Land Bank Authority	650203	1.5	-	700,000	-	-	-	-	-	700,000	-
Library											
Library Support Services	500504	12.0	-	-	6,376,842	-	-	-	-	6,376,842	2,906,620
Oak Lodge Library	500505	5.4	-	-	14,887,189	-	-	-	-	14,887,189	-
Gladstone Library	500502	4.7	-	-	6,522,774	-	-	-	-	6,522,774	-
County Parks and Golf											
Stone Creek Golf Club	500303	-	-	-	-	-	-	-	4,509,237	4,509,237	-
County Parks	500302	6.3	-	-	-	-	-	3,132,034	-	3,132,034	220,200
Assets											
Forestry	500202	2.5	-	-	-	-	-	5,555,297	-	5,555,297	-
Property Disposition	500203	1.0	-	-	-	2,626,718	-	-	-	2,626,718	-
Tax, Title, Land	500204	-	-	-	-	378,800	-	-	-	378,800	-
FY 22-23 Budget		43.5	5,955,727	5,892,889	27,786,805	3,005,518	3,650,000	8,687,331	4,509,237	59,487,507	3,126,820
FY 21-22 Budget		42.5	2,836,890	10,015,411	14,462,835	3,067,103	4,358,266	8,564,090	4,824,249	48,128,844	2,673,356
\$ Increase (Decrease)			3,118,837	(4,122,522)	13,323,970	(61,585)	(708,266)	123,241	(315,012)	11,358,663	453,464
% Increase (Decrease)			109.9%	-41.2%	92.1%	-2.0%	100.0%	1.4%	-6.5%	23.6%	17.0%

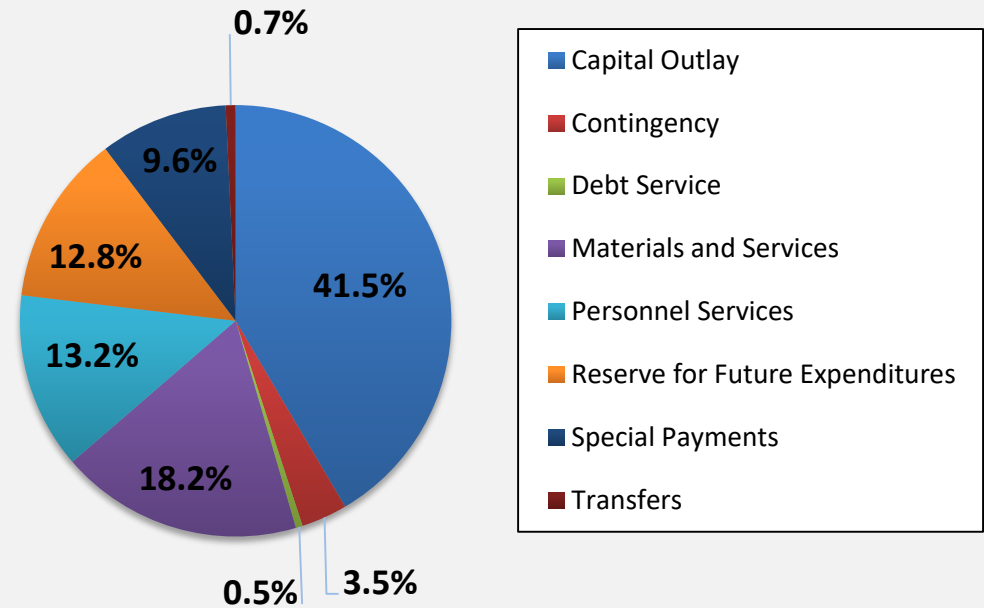
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY 22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Business and Community Services (50/65)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	16,990,178	18,760,665	19,630,179	20,106,103	21,991,421	2,361,242	12.0%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	5,688,751	12,884,601	13,026,522	18,945,753	6,821,597	(6,204,925)	-47.6%
Charges, Fees, License, Permits, Fines, Assessments	5,063,404	6,291,148	7,620,123	6,230,576	6,027,456	(1,592,667)	-20.9%
Revenue from Bonds & Other Debts	1,285,276	6,165	1,009,900	163,964	16,055,200	15,045,300	1489.8%
All Other Revenues Resources	1,871,459	1,713,881	2,863,291	3,533,654	4,486,001	1,622,710	56.7%
Other Interfund Transfers	3,358,274	2,809,718	1,305,475	681,752	979,012	(326,463)	-25.0%
General Fund Support	-	-	2,673,356	2,673,356	3,126,820	453,464	17.0%
Operating Revenue	17,267,164	23,705,513	28,498,667	32,229,055	37,496,086	8,997,419	31.6%
Total Revenue	34,257,342	42,466,178	48,128,846	52,335,158	59,487,507	11,358,661	23.6%
Personnel Services	6,337,522	6,247,850	7,805,068	7,130,480	7,871,840	66,772	0.9%
Materials and Services	7,743,723	8,088,158	12,272,561	11,538,309	10,812,163	(1,460,398)	-11.9%
Capital Outlay	801,529	1,206,724	7,959,997	7,578,134	24,701,672	16,741,675	210.3%
Operating Expenditure	14,882,774	15,542,732	28,037,626	26,246,923	43,385,675	15,348,049	54.7%
Debt Service	-	-	-	-	302,241	302,241	-
Special Payments	426,486	6,754,342	8,553,886	3,913,650	5,699,916	(2,853,970)	-33.4%
Transfers	163,000	63,000	363,000	183,164	438,000	75,000	20.7%
Reserve for Future Expenditures	-	-	6,551,884	-	7,606,356	1,054,472	16.1%
Contingency	-	-	4,622,450	-	2,055,319	(2,567,131)	-55.5%
Total Expense	15,472,260	22,360,074	48,128,846	30,343,737	59,487,507	11,358,661	23.6%
Ending Fund Balance - Restricted				19,638,182			
Ending Fund Balance - Unrestricted	-	-	-	2,353,239	-	-	-
Revenue Less Expense*	18,785,083	20,106,104	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	44.5	42.5	43.5	43.5	43.5	-	-

*FY21-22 Budget: ARPA funding of \$4,358,266 with offsetting amounts in expenses. Additionally, BCS received \$443,887 in Lost Revenue Replenishment in FY21-22.

Summary of Revenue & Expenses

Business and Community Services (50/65) County Fair Fund (201)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	328,960	390,926	509,639	456,009	3,645,294	3,135,655	615.3%
Federal, State, Local, All Other Gifts & Donations	73,167	245,454	58,167	4,843,167	53,167	(5,000)	-8.6%
Charges, Fees, License, Permits, Fines, Assessments	573,643	4,504	552,436	685,093	544,500	(7,936)	-1.4%
All Other Revenues Resources	725,553	399,440	1,033,500	1,212,298	1,159,500	126,000	12.2%
Other Interfund Transfers*	494,595	507,454	683,148	516,588	553,266	(129,882)	-19.0%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,866,958	1,156,852	2,327,251	7,257,146	2,310,433	(16,818)	-0.7%
Total Revenue	2,195,918	1,547,778	2,836,890	7,713,155	5,955,727	3,118,837	109.9%
Personnel Services	528,174	367,075	610,500	601,014	644,233	33,733	5.5%
Materials and Services	1,227,283	675,398	1,518,420	1,363,914	1,282,787	(235,633)	-15.5%
Capital Outlay	49,071	49,295	90,750	2,102,934	3,662,475	3,571,725	3935.8%
Operating Expenditure	1,804,528	1,091,768	2,219,670	4,067,862	5,589,495	3,369,825	151.8%
Special Payments	463	-	24,250	-	1,000	(23,250)	-95.9%
Contingency	-	-	592,970	-	365,232	(227,738)	-38.4%
Total Expense	1,804,991	1,091,768	2,836,890	4,067,862	5,955,727	3,118,837	109.9%
Ending Fund Balance Restricted	-	-	-	3,645,293	-	-	-
Revenue Less Expense	390,927	456,010					
Full Time Equiv Positions (FTE) Budgeted							

Summary of Revenue & Expenses

Business and Community Services (50/65)
Lottery Fund (208)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	3,519,249	4,432,510	6,076,200	5,588,248	2,430,185	(3,646,015)	-60.0%
Federal, State, Local, All Other Gifts & Donations	2,690,967	9,488,869	2,550,000	2,100,000	2,400,000	(150,000)	-5.9%
Charges, Fees, License, Permits, Fines, Assessments	1,075,911	1,082,266	1,289,211	1,252,893	932,704	(356,507)	-27.7%
All Other Revenues Resources	52,317	50,024	-	30,000	30,000	30,000	-
Other Interfund Transfers	-	-	100,000	-	100,000	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,819,195	10,621,159	3,939,211	3,382,893	3,462,704	(476,507)	-12.1%
Total Revenue	7,338,444	15,053,669	10,015,411	8,971,141	5,892,889	(4,122,522)	-41.2%
Personnel Services	1,572,013	1,456,610	2,051,533	1,451,286	2,072,635	21,102	1.0%
Materials and Services	782,503	1,190,949	1,848,845	1,663,020	1,901,977	53,132	2.9%
Capital Outlay	75,000	520	-	-	-	-	-
Operating Expenditure	2,429,516	2,648,079	3,900,378	3,114,306	3,974,612	74,234	1.9%
Special Payments	389,000	6,754,342	3,364,636	3,363,650	1,060,916	(2,303,720)	-68.5%
Transfers	63,000	63,000	63,000	63,000	63,000	-	-
Contingency	-	-	2,687,396	-	794,361	(1,893,035)	-70.4%
Total Expense	2,881,516	9,465,421	10,015,411	6,540,956	5,892,889	(4,122,522)	-41.2%
Ending Fund Balance Restricted	-	-	-	1,776,183	-	-	-
Ending Fund Balance Unrestricted				654,002			
Revenue Less Expense*	4,456,928	5,588,248	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	11.2	10.7	11.7	11.7	11.7	-	-

Summary of Revenue & Expenses

Business and Community Services (50/65)
Library Network (212)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	4,914,173	5,682,956	5,441,406	5,741,829	5,152,239	(289,167)	-5.3%
Federal, State, Local, All Other Gifts & Donations	2,136,350	2,366,744	4,561,461	6,773,891	3,216,819	(1,344,642)	-29.5%
Charges, Fees, License, Permits, Fines, Assessments	28,606	272,287	1,145,296	136,413	141,996	(1,003,300)	-87.6%
Revenue from Bonds & Other Debts	-	-	-	-	15,400,000	15,400,000	-
All Other Revenues Resources	814,143	825,024	829,250	1,015,104	969,131	139,881	16.9%
Other Interfund Transfers	2,534,996	2,095,853	27,949	0	0	(27,949)	-100.0%
General Fund Support	-	-	2,457,474	2,457,474	2,906,620	449,146	18.3%
Operating Revenue	5,514,095	5,559,908	9,021,430	10,382,882	22,634,566	13,613,136	150.9%
Total Revenue	10,428,268	11,242,864	14,462,836	16,124,711	27,786,805	13,323,969	92.1%
Personnel Services	2,431,476	2,710,962	3,215,844	3,177,819	3,262,280	46,436	1.4%
Materials and Services	1,956,487	2,112,371	3,513,607	3,794,653	2,700,109	(813,498)	-23.2%
Capital Outlay	320,325	677,702	4,632,530	4,000,000	18,566,020	13,933,490	300.8%
Operating Expenditure	4,708,288	5,501,035	11,361,981	10,972,472	24,528,409	13,166,428	115.9%
Debt Service	-	-	-	-	302,241	302,241	-
Special Payments	37,023	-	850,000	-	850,000	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,001,974	-	1,880,247	(121,727)	-6.1%
Contingency	-	-	248,881	-	225,908	(22,973)	-9.2%
Total Expense	4,745,311	5,501,035	14,462,836	10,972,472	27,786,805	13,323,969	92.1%
Ending Fund Balance Restricted	-	-	-	5,152,239	-	-	-
Revenue Less Expense*	5,682,957	5,741,829	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	23.0	22.0	22.0	22.0	22.0	-	-

Summary of Revenue & Expenses

Business and Community Services (50/65) Property Resources Fund (218)							
	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,827,175	2,639,879	2,152,103	2,495,487	2,326,718	174,615	8.1%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	8,774	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	300,000	400,000	224,673	300,000	(100,000)	-25.0%
All Other Revenues Resources	99,500	168,374	515,000	196,936	378,800	(136,200)	-26.4%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	108,274	468,374	915,000	421,609	678,800	(236,200)	-25.8%
Total Revenue	2,935,449	3,108,253	3,067,103	2,917,096	3,005,518	(61,585)	-2.0%
Personnel Services	194,040	153,117	168,869	126,252	158,954	(9,915)	-5.9%
Materials and Services	101,530	459,648	600,352	409,126	505,168	(95,184)	-15.9%
Capital Outlay	-	-	610,000	5,000	610,000	-	-
Operating Expenditure	295,570	612,765	1,379,221	540,378	1,274,122	(105,099)	-7.6%
Special Payments	-	-	162,000	50,000	135,000	(27,000)	-16.7%
Transfers	-	-	100,000	-	100,000	-	-
Reserve for Future Expenditures	-	-	1,343,597	-	1,397,896	54,299	4.0%
Contingency	-	-	82,285	-	98,500	16,215	19.7%
Total Expense	295,570	612,765	3,067,103	590,378	3,005,518	(61,585)	-2.0%
Ending Fund Balance Restricted				2,326,718			
Revenue Less Expense	2,639,879	2,495,488	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	1.4	1.2	1.0	1.0	1.0	-	-

Summary of Revenue & Expenses

Business and Community Services (50/65) Special Grants Fund ARPA (230)						
	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget % Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	3,650,000	3,650,000 -
Federal, State, Local, All Other Gifts & Donations	-	-	4,358,266	4,358,266	-	(4,358,266) -100.0%
Operating Revenue	-	-	4,358,266	4,358,266	-	(4,358,266) -100.0%
Total Revenue	-	-	4,358,266	4,358,266	3,650,000	(708,266) -16.3%
Personnel Services	-	-	8,266	8,266	-	(8,266) -100.0%
Capital Outlay	-	-	200,000	200,000	-	(200,000) -100.0%
Operating Expenditure	-	-	208,266	208,266	-	(208,266) -100.0%
Special Payments	-	-	4,150,000	500,000	-	(4,150,000) -100.0%
Transfers	-	-	-	-	3,650,000	3,650,000 -
Total Expense	-	-	4,358,266	708,266	3,650,000	(708,266) -16.3%
Ending Fund Balance Restricted				3,650,000		
Revenue Less Expense*	-	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	-	-	-	-	-	-

*FY21-22 ARPA funding of \$4,358,266 is shown in Personnel Services,Capital Outlay,and Special Payments expense categories.

Summary of Revenue & Expenses

Business and Community Services (50/65)
Parks & Forestry Fund (257)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	4,468,638	4,265,180	3,732,273	3,636,132	3,087,749	(644,524)	-17.3%
Federal, State, Local, All Other Gifts & Donations	779,494	783,534	1,498,628	870,429	1,151,611	(347,017)	-23.2%
Charges, Fees, License, Permits, Fines, Assessments	775,735	1,200,309	1,350,559	1,131,504	1,308,256	(42,303)	-3.1%
Revenue from Bonds & Other Debts	1,285,276	6,165	1,009,900	163,964	655,200	(354,700)	-35.1%
All Other Revenues Resources	167,662	253,915	262,471	857,249	1,938,569	1,676,098	638.6%
Other Interfund Transfers	328,683	206,411	494,378	165,164	325,746	(168,632)	-34.1%
General Fund Support	-	-	215,882	215,882	220,200	4,318	2.0%
Operating Revenue	3,336,850	2,450,334	4,831,817	3,404,192	5,599,581	767,764	15.9%
Total Revenue	7,805,488	6,715,514	8,564,090	7,040,324	8,687,330	123,240	1.4%
Personnel Services	1,611,818	1,560,085	1,750,056	1,765,843	1,733,737	(16,319)	-0.9%
Materials and Services	1,592,106	1,069,231	2,125,716	1,562,532	1,493,014	(632,702)	-29.8%
Capital Outlay	336,383	450,066	1,693,647	624,200	1,763,177	69,530	4.1%
Operating Expenditure	3,540,307	3,079,382	5,569,419	3,952,575	4,989,928	(579,491)	-10.4%
Special Payments	-	-	2,000	-	2,000	-	-
Reserve for Future Expenditures	-	-	2,369,773	-	3,506,920	1,137,147	48.0%
Contingency	-	-	622,898	-	188,482	(434,416)	-69.7%
Total Expense	3,540,307	3,079,382	8,564,090	3,952,575	8,687,330	123,240	1.4%
Ending Fund Balance Restricted				3,087,749			
Revenue Less Expense	4,265,181	3,636,132	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	8.9	8.6	8.8	8.8	8.8	-	-

Summary of Revenue & Expenses

Business and Community Services (50/65)
Stone Creek Golf Course (601)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	931,984	1,349,214	1,718,558	2,188,398	1,699,237	(19,321)	-1.1%
Charges, Fees, License, Permits, Fines, Assessments	2,609,509	3,431,781	2,882,621	2,800,000	2,800,000	(82,621)	-2.9%
All Other Revenues Resources	12,284	17,106	223,070	222,067	10,000	(213,070)	-95.5%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,621,793	3,448,887	3,105,691	3,022,067	2,810,000	(295,691)	-9.5%
Total Revenue	3,553,777	4,798,101	4,824,249	5,210,465	4,509,237	(315,012)	-6.5%
Materials and Services	2,083,814	2,580,562	2,665,620	2,745,064	2,929,108	263,488	9.9%
Capital Outlay	20,749	29,141	733,070	646,000	100,000	(633,070)	-86.4%
Operating Expenditure	2,104,563	2,609,703	3,398,690	3,391,064	3,029,108	(369,582)	-10.9%
Special Payments	-	-	1,000	-	1,000	-	-
Transfers	100,000	-	200,000	120,164	275,000	75,000	37.5%
Reserve for Future Expenditures	-	-	836,540	-	821,293	(15,247)	-1.8%
Contingency	-	-	388,019	-	382,836	(5,183)	-1.3%
Total Expense	2,204,563	2,609,703	4,824,249	3,511,228	4,509,237	(315,012)	-6.5%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Ending Fund Balance - Unrestricted	-	-	-	1,699,237	-	-	-
Revenue Less Expense*	1,349,214	2,188,398	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	-	-	-	-	-	-	-

Significant Policy and/or Financial Issues

Description	Impact
Departmental Restructure	<ul style="list-style-type: none"> Starting July 1, 2022, most of the Business and Community Services Department is merging with DTD which will provide salary savings in terms of Director and Deputy Director positions being eliminated and increased potential for other cost savings due to streamlining and maximizing efficiencies. Economic Development and the County Fair will be moved into County Administration under the new Office of Economic Development.
Economic Development	<ul style="list-style-type: none"> As of July 1, 2022, the Office of Economic Development will be moved from Business and Community Services into County Administration. In FY 22-23, a portion of lottery dollars will be expended through a grant application process. The program will distribute \$4.1 million in ARPA funds for small business assistance.
Land Bank Authority – Continued Pause	<ul style="list-style-type: none"> In February 2022, the BCC decided to pause the implementation of the program for another year. Staff is working with the State to return the seed grant for this program.
County Fair and Event Center – Return of County Fair and Events	<ul style="list-style-type: none"> The County Fair returned to an in person event in FY 21-22 and is quickly returning to full-time operations under new leadership. Staff is supporting efforts to build the Multi-use Building using a \$4.8 million state ARPA grant.
Library Support Services	<ul style="list-style-type: none"> This program provides essential services to 13 libraries in Clackamas County in accordance with individual IGAs. Demand for library services continues to increase and is growing more complex requiring more time and resources to respond to.

Significant Policy and/or Financial Issues

Description	Impact
Oak Lodge/Gladstone Libraries	<ul style="list-style-type: none"> • The Oak Lodge/Gladstone Library project is experiencing significant increases in cost and the BCC is in the process of prioritizing County construction projects given inflationary pressures. • Oak Lodge Library plans are delayed temporarily to give staff, the task force and community time to identify options that align community priorities, design and funds. • Final design for the new Gladstone Library, as well as demolition of the old Gladstone City Hall, will be completed in the first half of FY 22-23.
County Parks	<ul style="list-style-type: none"> • The cost of operating County Parks continues to rise at a rate greater than revenues. • The cost of capital projects continues to be a challenge due to inflationary pressures. • During the coming fiscal year, staff will be carefully evaluating County Parks resources and services with the intent of recommending changes to ensure a long term sustainable budget.
Stone Creek Golf Course	<ul style="list-style-type: none"> • The pond rehabilitation project budgeted in FY 21-22 will move to FY 22-23 and capital outlay will be more than anticipated due to inflationary pressures and unanticipated additional project requirements. • Continued focus on building reserves for future expenditures to fund upcoming irrigation system replacement project estimated to be \$1.5 million or more.
Forestry – Revenue impacts	<ul style="list-style-type: none"> • The 2020 wildfires will impact Forestry revenues in future years.
Property Disposition	<ul style="list-style-type: none"> • FY 21-22 expenditures were higher than revenues due to fewer than usual properties available for auction, as well as staff turnover, resulting in an unanticipated decline in reserves and beginning fund balance.

End of Presentation



Department Budget Summary by Fund

Line of Business		FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23
Program	Prog #	FTE	County Fair Fund (201)	Lottery Fund (208)	Library Fund (212)	Property Resources Fund (218)	ARPA Fund (230)	Parks & Forestry Fund (257)	Stone Creek Golf Course Fund (601)	Total Budget	General Fund Support in Budget**
BCS Administration											
Office of the Director	500101	3.1	-	737,444	-	-	-	-	-	737,444	-
Financial Management & Analysis	500102	2.8	-	839,262	-	-	-	-	-	839,262	-
Fair & Event Center											
County Event Center	500402	-	962,469	-	-	-	-	-	-	962,469	-
County Fair & Rodeo	500403	-	4,993,258	-	-	-	-	-	-	4,993,258	-
Economic Development											
Economic Development	650202	4.4	-	3,616,183	-	-	3,650,000	-	-	7,266,183	-
Land Bank Authority	650203	1.5	-	700,000	-	-	-	-	-	700,000	-
Library											
Library Support Services	500504	12.0	-	-	6,376,842	-	-	-	-	6,376,842	2,906,620
Oak Lodge Library	500505	5.4	-	-	14,887,189	-	-	-	-	14,887,189	-
Gladstone Library	500502	4.7	-	-	6,522,774	-	-	-	-	6,522,774	-
County Parks and Golf											
Stone Creek Golf Club	500303	-	-	-	-	-	-	-	4,509,237	4,509,237	-
County Parks	500302	6.3	-	-	-	-	-	3,132,034	-	3,132,034	220,200
Assets											
Forestry	500202	2.5	-	-	-	-	-	5,555,297	-	5,555,297	-
Property Disposition	500203	1.0	-	-	-	2,626,718	-	-	-	2,626,718	-
Tax, Title, Land	500204	-	-	-	-	378,800	-	-	-	378,800	-
FY 22-23 Budget		43.5	5,955,727	5,892,889	27,786,805	3,005,518	3,650,000	8,687,331	4,509,237	59,487,507	3,126,820
FY 21-22 Budget		42.5	2,836,890	10,015,411	14,462,835	3,067,103	4,358,266	8,564,090	4,824,249	48,128,844	2,673,356
\$ Increase (Decrease)			3,118,837	(4,122,522)	13,323,970	(61,585)	(708,266)	123,241	(315,012)	11,358,663	453,464
% Increase (Decrease)			109.9%	-41.2%	92.1%	-2.0%	100.0%	1.4%	-6.5%	23.6%	17.0%

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



Business and Community Services

Department Mission

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

Business and Community Services

Sarah Eckman - Interim Director
Eileen Stein - Interim Deputy Director
FTE 43.5
Total Budget \$59,487,507
General Fund Support \$3,126,820

BCS Administration Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$1,576,706 Gen Fund \$ -	Fair & Event Center Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$5,955,727 Gen Fund \$ -	Economic Development Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$7,966,183 Gen Fund \$ -	Library Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$27,786,805 Gen Fund \$ 2,906,620	Parks, Golf & Recreation Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$7,641,271 Gen Fund \$ 220,200	Assets Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$8,560,815 Gen Fund \$ -
Office of the Director Sarah Eckman Interim Director FTE 3.1 Total Budget \$737,444 Gen Fund \$ -	County Fair & Rodeo Brian Crow Executive Director FTE 0.0 Total Budget \$4,993,258 Gen Fund \$ -	Economic Development Sarah Eckman Interim Director FTE 4.3 Total Budget \$7,266,183 Gen Fund \$ -	Library Support Services Kathryn Kohl Manager FTE 12.0 Total Budget \$6,376,842 Gen Fund \$ 2,906,620	Stone Creek Golf Club Gordon Tolbert Manager FTE 0.0 Total Budget \$4,509,237 Gen Fund \$ -	Forestry Tom Riggs Manager FTE 2.5 Total Budget \$5,555,297 Gen Fund \$ -
Financial Management & Analysis Eileen Stein Interim Deputy Director FTE 2.8 Total Budget \$839,262 Gen Fund \$ -	County Event Center Brian Crow Executive Director FTE 0.0 Total Budget \$962,469 Gen Fund \$ -	Land Bank Authority Vacant Executive Manager FTE 1.5 Total Budget \$700,000 Gen Fund \$ -	Oak Lodge Library Mitzi Olson Manager FTE 5.4 Total Budget \$14,887,189 Gen Fund \$ -	County Parks Tom Riggs Manager FTE 6.3 Total Budget \$3,132,034 Gen Fund \$ 220,200	Property Disposition Sarah Eckman Interim Director FTE 1.0 Total Budget \$2,626,718 Gen Fund \$ -
			Gladstone Library Mitzi Olson Manager FTE 4.7 Total Budget \$6,522,774 Gen Fund \$ -		Tax Title Land Sarah Eckman Interim Director FTE 0.0 Total Budget \$378,800 Gen Fund \$ -



BCS Administration

Office of the Director

Purpose Statement

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

Performance Narrative Statement

The Office of the Director Program proposes a budget of \$737,444, a continuation of the current funding level. These resources will result in internal staff, other county departments and policymakers receiving leadership, direction, decision and communications support consistent with Board policy and direction so they can make informed policy decisions and provide effective, well-managed services to those who live, work, visit or do business in Clackamas County.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
Result	Percentage of performance measures achieved	90%	50%	70%	25%	70%
Result	% employees who have their annual performance evaluation completed on time	NEW	81%	100%	20%	100%
Result	% BCS employees surveyed who say they have an understanding of the role BCS plays in providing essential services to the community	NEW	0%	75%	0%	75%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation: The services provided by Business and Community Services are **mandated services**. Therefore, the *Office of the Director Program* services are essential to provide the leadership, direction, decision and communications support for the BCS Lines of Business, consistent with Board policy and direction.



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	279,878	306,579	183,644	302,894	336,092	152,448	83.0%
Federal, State, Local, All Other Gifts & Donatio	10,566	73,337	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Asses	512,875	512,875	636,918	600,600	401,352	(235,566)	-37.0%
Operating Revenue	523,441	586,212	636,918	600,600	401,352	(235,566)	-37.0%
Total Rev - Including Beginning Balance	803,319	892,791	820,562	903,494	737,444	(83,118)	-10.1%
Personnel Services	350,017	448,014	517,956	383,911	459,002	(58,954)	-11.4%
Materials & Services	146,723	141,883	186,793	183,491	176,339	(10,454)	-5.6%
Operating Expenditure	496,740	589,897	704,749	567,402	635,341	(69,408)	-9.8%
Contingency	-	-	115,813	-	102,103	(13,710)	-11.8%
Total Exp - Including Special Categories	496,740	589,897	820,562	567,402	737,444	(83,118)	-10.1%
Ending Fund Balance - Unrestricted				336,092			
Revenues Less Expenses	306,579	302,894	-	-	-	-	

Significant Issues and Changes

The Office of the Director Program provides leadership and direction on numerous BCS initiatives, projects, and issues, including: implementing the federal American Rescue Plan Act (ARPA) program to assist small businesses with COVID relief funding, working with community members to vision and plan new library facilities in the Oak Lodge and Gladstone library service areas, assisting the County Fair & Event Center with their capital project to construct a new multi-purpose facility using State ARPA dollars, and formation and coordination of a Library District Task Force to evaluate the sufficiency of the district to continue supporting library services in the county. In addition, the Office of the Director Program will be working department-wide on an employee engagement goal, and as part of that work, will be conducting visits to all employee groups. The Office of the Director is also leading the transition to a new organization structure for the department, as this will be the first fiscal year without revenue from the North Clackamas Parks and Recreation District. This change has a significant impact on the BCS budget, and necessitates an evaluation and change in future BCS structure that is financially sustainable given funding constraints.



BCS Administration

Financial Management & Analysis Program





Purpose Statement

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

Performance Narrative Statement

The Financial Management & Analysis Program proposes a budget of \$839,262, a continuation of the current funding level. These resources will result in internal staff, other county departments and policymakers receiving timely financial analysis, risk management, budgeting, forecasting and contract management in compliance with Oregon Budget Law and other federal and state regulations so they can focus on providing effective, well-managed services to those who live, work, visit or do business in Clackamas County.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% programs that have their contingency funds fully funded at 10%	NEW	100%	80%	100%	80%
 Result	% contract requests processed and submitted to Procurement within 3 business days of receipt	NEW	97%	95%	90%	95%
 Result	Percentage of budgets and supplemental budgets in compliance with Oregon Budget Law	100%	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Percentage of quarterly reports completed within 45 days after the end of the quarter	100%	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The *Financial Management & Analysis Program* is a **mandated service** which provides coordination, financial analysis, risk management, budgeting, forecasting, contract management and administrative support to all BCS Lines of Business. The *Financial Management & Analysis Program* also ensures compliance with Oregon Budget Law, Governmental Accounting Standards Board (GASB), purchasing rules and regulations, and other federal and state rules and regulations.



Financial Management & Analysis Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	471,860	509,409	430,286	443,049	317,910	(112,376)	-26.1%
Federal, State, Local, All Other Gifts & Donations	8,436	43,113	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assets	503,976	512,875	642,293	642,293	521,352	(120,941)	-18.8%
Operating Revenue	512,412	555,988	642,293	642,293	521,352	(120,941)	-18.8%
Total Rev - Including Beginning Balance	984,272	1,065,397	1,072,579	1,085,342	839,262	(233,317)	-21.8%
Personnel Services	396,202	527,994	589,031	700,207	610,040	21,009	3.6%
Materials & Services	78,661	93,834	99,915	67,225	93,851	(6,064)	-6.1%
Capital Outlay	-	520	-	-	-	-	-
Operating Expenditure	474,863	622,348	688,946	767,432	703,891	14,945	2.2%
Contingency	-	-	383,634	-	135,371	(248,263)	-64.7%
Total Exp - Including Special Categories	474,863	622,348	1,072,579	767,432	839,262	(233,318)	-21.8%
Ending Fund Balance - Unrestricted				317,910			
Revenues Less Expenses	509,409	443,049	-	-	-	-	

Significant Issues and Changes

The Financial Management & Analysis program provides centralized financial services for the BCS department, including forecasting, budgeting, and financial management. Key projects in FY 2022-23 include supporting an examination of the long-term financial sustainability of BCS programs, supporting the funding strategies for the Gladstone and Oak Lodge Library projects, supporting the ARPA program to assist small businesses, continuing to support the County's new outcomes-based budgeting approach as directed by the Budget Office, navigating the Chart of Accounts conversion, and learning and utilizing new software systems for budget, performance, and payroll data.



Fair & Event Center

County Fair & Rodeo






Purpose Statement

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

Performance Narrative Statement

The County Fair and Rodeo program proposes a budget of \$4,993,258, a continuation of the current funding level. These resources will provide the County Fair in August for an estimated 155,000 County Fair attendees and nearly 23,000 rodeo attendees in a typical year. These resources will also provide the opportunity for year after year involvement for 4H, FFA and other participants. Reaching the attendance and participation targets will enhance the community experience, youth development and fundraising opportunities for local organizations.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% change in year over year attendance at the Clackamas County Fair	NEW	0% ¹	5%	100%	5%
 Result	% change in year over year attendance at the Clackamas County Rodeo	NEW	0% ¹	5%	100%	5%
 Result	% surveyed respondents who "agree" or "strongly agree" that the Clackamas County Fair met their expectations	NEW	0% ¹	90%	90%	90%
 Result	Percentage of capacity of County Fair attendance	At 80% capacity	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Percentage of capacity of County Rodeo attendance	At 90% capacity	Discontinued	Discontinued	Discontinued	Discontinued

¹2020 Fair and Rodeo Cancelled due to COVID-19

Program includes:

Mandated Services ☐ Y

Shared Services ☐ Y

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation: The County Fair and Rodeo program is responsible for the general operation, facility maintenance and capital outlay needs of the annual County Fair and Rodeo held in August **as mandated** under ORS Chapter 565.

The County Fair is listed on the Association of Counties' list as a **shared state-county service**.

Under County Ordinance 05-2000, Chapter 8.02.160, the County Fair receives a portion of the County's transient room tax revenues. In FY 22-23, the County Fair Fund is budgeted to receive \$553,266; \$193,643 is budgeted for the County Fair and Rodeo Program. The amount is adjusted annually for inflation, and the funds shall be used by the Fair & Event Center for construction, operations and maintenance.

In FY 21-22, the County Fair Fund received a grant of \$4.79 Million from State ARPA funding.



Fair & Event Center

County Fair & Rodeo

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	113,865	-	177,609	180,138	3,549,448	3,371,839	1898.5%
Federal, State, Local, All Other Gifts & Donations	53,167	-	53,167	4,843,167	53,167	-	-
Charges, Fees, License, Permits, Fines, Assessments	573,393	-	552,436	683,504	542,500	(9,936)	-1.8%
All Other Revenue Resources	582,669	3,267	558,500	681,830	654,500	96,000	17.2%
Other Interfund Transfers	173,108	177,609	347,366	180,806	193,643	(153,723)	-44.3%
Operating Revenue	1,382,337	180,876	1,511,469	6,389,307	1,443,810	(67,659)	-4.5%
Total Revenue	1,496,202	180,876	1,689,078	6,569,445	4,993,258	3,304,180	195.6%
Personnel Services	166,368	-	202,800	193,314	214,582	11,782	5.8%
Materials & Services	1,018,655	342	1,056,287	784,750	949,953	(106,334)	-10.1%
Capital Outlay	37,226	396	41,250	2,041,934	3,620,475	3,579,225	8676.9%
Operating Expenditure	1,222,249	738	1,300,337	3,019,998	4,785,010	3,484,673	268.0%
Special Payments	359	-	21,000	-	1,000	(20,000)	-95.2%
Contingency	-	-	367,741	-	207,248	(160,493)	-43.6%
Total Expense	1,222,608	738	1,689,078	3,019,998	4,993,258	3,304,180	195.6%
Ending Fund Balance - Restricted				3,549,447			
Revenues Less Expenses	273,594	180,138	-	-	-		

Significant Issues and Changes

In February 2021, a severe ice storm took out many trees and damaged buildings at the County Fairgrounds. A large clean up and repair effort on the grounds was required in preparation for the return of the County Fair. In 2021, the County Fair and Rodeo returned with strong attendance. Attendance increased over previous years by 9.7%. In FY 21-22, the County Fair was the fortunate recipient of State ARPA dollars from Senator Kennemer and Representative Drazen. These funds have been received and will be used to rebuild the Livestock Building into a new Multi-use Building and other associated improvements. Work is starting on this project and will continue into FY 22-23.



Fair & Event Center County Event Center






Purpose Statement

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

Performance Narrative Statement

The County Event Center Program proposes a budget of \$962,469, a continuation of the current funding level. These resources will provide an estimated 200 events with access to a public facility at a price that covers the cost of access and allows them to fulfill their mission. These resources will also provide approximately 630 non-fair hosted events for indirect or direct community benefit. Reaching these rental targets will help community organizations fulfill their missions, while adding financial support to the Fair and Event Center.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% of available event spaces utilized	NEW	52%	80%	85%	85%
 Result	% change in deferred maintenance projects completed	NEW	5%	5%	10%	20%
 Result	% surveyed respondents who "agree" or "strongly agree" that the rental facility met their expectations	NEW	95%	90%	98%	90%
 Result	Number of events where organizations will benefit from access to a public facility at a price that covers the cost of access and allows them to fulfill their mission	105 events	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Number of events where organizations will benefit from rental access to a public facility at a price that covers the cost of access and provides additional revenue to support the Fair and Event Center	393 events	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation: The County Event Center Program is responsible for the general operation, facility maintenance and capital outlay needs of the County Event Center as **mandated** under ORS Chapter 565. During the remainder of the year outside of the County Fair and Rodeo, over 800 other activities are held on the 49-acre premises including meetings, parties, weddings and fundraisers.

Under County Ordinance 05-2000, Chapter 8.02.160, the County Fair receives a portion of the County's transient room tax revenues. In FY 22-23, the County Fair Fund is budgeted to receive \$553,266; \$359,623 is budgeted for the County Event Center Program. The amount is adjusted annually for inflation, and the funds shall be used by the Event Center for construction, operations and maintenance.

In FY 21-22, the County Fair Fund received a grant of \$4.79 Million from State ARPA funding.



Fair & Event Center

County Event Center

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	215,095	390,926	332,030	275,871	95,846	(236,184)	-71.1%
Federal, State, Local, All Other Gifts & Donations	20,000	245,454	5,000	-	-	(5,000)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	250	4,504	-	1,589	2,000	2,000	-
All Other Revenue Resources	142,883	396,172	475,000	530,468	505,000	30,000	6.3%
Other Interfund Transfers	321,487	329,845	335,782	335,782	359,623	23,841	7.1%
Operating Revenue	484,620	975,975	815,782	867,839	866,623	50,841	6.2%
Total Revenue	699,715	1,366,901	1,147,812	1,143,710	962,469	(185,343)	-16.1%
Personnel Services	361,806	367,075	407,700	407,700	429,651	21,951	5.4%
Materials & Services	198,991	675,056	462,133	579,164	332,834	(129,299)	-28.0%
Capital Outlay	21,482	48,899	49,500	61,000	42,000	(7,500)	-15.2%
Operating Expenditure	582,279	1,091,030	919,333	1,047,864	804,485	(114,848)	-12.5%
Special Payments	104	-	3,250	-	-	(104)	-100.0%
Contingency	-	-	225,229	-	157,984	(67,245)	-29.9%
Total Expense	582,383	1,091,030	1,147,812	1,047,864	962,469	(182,197)	-16.1%
Ending Fund Balance - Restricted				95,846			
Revenues Less Expenses	117,332	275,871	-	-	-	-	

Significant Issues and Changes

Due to Covid-19 restrictions several events were cancelled in 2020 including Spring Garden Fair, Renaissance Fair, Harefest, and Country Fest. In February 2021 a severe ice storm took out many trees and damaged buildings, requiring a vast clean up and repair effort on the grounds. However, the Scare Fair and Winter Fair were held in person rather than as drive thru events as they were in 2020. In 2022, there are many bookings for the Fair and Events Center and operations are beginning to return to normal. The Fair & Event Center Board of Directors and staff have been creative in expanding their programming with new events that offer outdoor attractions.



Economic Development

Economic Development

Purpose Statement

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

Performance Narrative Statement

The Economic Development program proposes a budget of \$7,266,183, an increase of the current funding level due to combining three programs. These resources will provide policymakers and performance partners increased knowledge of redevelopment opportunities, programs and resources available in Clackamas County. Reaching these targets will help business and property owners, performance partners and policymakers grow a vibrant, resilient economy.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
Result	# new jobs created in enterprise zones	16 jobs	0 jobs	50 jobs	0 jobs*	25 jobs
Result	\$ invested by businesses in enterprise zones	\$46,105,832	\$0	\$9,000,000	\$0	\$5,000,000
Result	% businesses participating in export events that expand their overseas trade activities (Initial pilot program will focus only on the Food and Beverage Cluster)	NEW	0%	1%	0%	0%**
Result	Number of meetings convened of Clackamas County cities and regional partners	24 meetings	Discontinued	Discontinued	Discontinued	Discontinued
Result	Percentage of available employment land in the Metro Urban Growth Boundary within Clackamas County that is "development ready"	9%	Discontinued	Discontinued	Discontinued	Discontinued
Result	Percentage of available employment land outside the Metro Urban Growth Boundary within Clackamas County that is "development ready"	31%	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services ☐ Y

Shared Services ☐ Y

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation: The Economic Development program is funded by Oregon State Lottery dollars and is a **mandated service** under ORS 461.512 which prescribes for the management of lottery moneys received by counties and stipulates the required reporting on the use of those lottery dollars. Per the ORS, Oregon State Lottery funds are distributed to the counties into a dedicated fund which is set aside for purposes that further economic development.

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

* No applications received through FY 21-22 second quarter; however, staff are working with the City of Molalla on an expansion of their Enterprise Zone.

** On pause until Economic Development program is redefined and activities are determined. If export assistance is requested, staff facilitate via partners.



Economic Development

Economic Development

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,767,511	3,316,522	5,162,270	4,542,305	5,126,183	(36,087)	-0.7%
Federal, State, Local, All Other Gifts & Donations	2,371,965	9,372,419	6,400,000	6,250,000	2,100,000	(4,300,000)	-67.2%
Charges, Fees, License, Permits, Fines Assessments	59,060	56,516	10,000	10,000	10,000	-	-
All Other Revenues Resources	52,317	50,024	-	30,000	30,000	30,000	-
Operating Revenue	2,483,342	9,478,959	6,410,000	6,290,000	2,140,000	(4,270,000)	-66.6%
Total Revenue	5,250,853	12,795,481	11,572,270	10,832,305	7,266,183	(4,306,087)	-37.2%
Personnel Services	825,795	480,602	685,417	367,168	739,743	54,326	7.9%
Materials and Services	557,118	955,231	1,448,554	1,412,304	1,520,670	72,116	5.0%
Capital Outlay	75,000	-	-	-	-	-	-
Operating Expenditure	1,457,913	1,435,833	2,133,971	1,779,472	2,260,413	126,442	5.9%
Special Payments	389,000	6,754,342	7,514,636	3,863,650	4,710,916	(2,803,720)	-37.3%
Interfund Transfers	63,000	63,000	63,000	63,000	63,000	-	-
Contingency	-	-	1,860,663	-	231,854	(1,628,809)	-87.5%
Total Expense	1,909,913	8,253,175	11,572,270	5,706,122	7,266,183	(4,306,087)	-37.2%
Ending Fund Balance - Restricted				5,126,183			
Revenues Less Expenses	3,340,940	4,542,306	-	-	-	-	

Significant Issues and Changes

In January 2020, the Board of Commissioners adopted a countywide strategic business plan that includes multiple economic development goals. In 2021 an assessment of the economic development program was completed. In 2022, this assessment will provide a recommendation of where the economic development program would best be positioned within the organization so that it can make the biggest impact. Additionally, it will provide recommendations for areas of emphasis to ensure there is a revitalized strategic focus that will align with the Board's strategic goals as well as emerging trends in economic development.

In 2020 and 2021, Economic Development pivoted to provide support to the small business community as they adjusted to the economic impacts of COVID-19. Economic Development distributed more than \$8 million in grants to the small business community (using CARES dollars), and significant resources were deployed to provide much needed technical assistance, personal protective equipment and more. Six Business Recovery Centers (BRCs), operated by seven local Chambers of Commerce, were opened around the county to assist businesses in navigating restrictions placed on them to safeguard the community during the pandemic. The coming year will bring with it many challenges as Economic Development continues to provide support to the local small business community with ARPA funds while maintaining its presence in other areas such as business retention and expansion, facilitating incentive programs and strategically refocusing.



Economic Development Land Bank Authority

Purpose Statement

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

Performance Narrative Statement

The Clackamas County Land Bank Authority program proposes a budget of \$700,000. These resources will provide the necessary support to establish a Clackamas County Land Bank Authority. During the first three years of operations, the Land Bank Authority anticipates funding of approximately \$1.2 million (\$400,000 annually) from various sources, including the Business Oregon Strategic Reserve Fund, matching Lottery funds, and funds from other sources. ***The establishment of the Land Bank Authority has been paused during COVID-19, and in February 2022, the BCC decided to put it on hold for one more year, with an intent to revisit it at that time.***

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
Result	% evaluated sites acquired by CCLBA	NEW	0%	0%	0%	0% ¹
Result	% sites acquired that are repurposed for new or expanding businesses, affordable housing and/or parks	NEW	0%	0%	0%	0% ¹

¹LBA program is on hold per the BCC.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The Land Bank Authority program is funded by Oregon State Lottery dollars under ORS 461.512 which prescribes for the management of lottery moneys received by counties and stipulates the required reporting on the use of those lottery dollars. Per the ORS, Oregon State Lottery funds are distributed to the counties into a dedicated fund which is set aside for purposes that further economic development.

The Land Bank Authority Program applied for and received grant funding from the State of Oregon via the Business Oregon Strategic Reserve Fund (SRF) in FY 19-20. The program must be initiated in calendar year 2022 in order to utilize the grant funds received from the State of Oregon. With the project being put on hold until at least February 2023, funding from the SRF will be returned.



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	300,000	300,000	300,000	300,000	-	-
Federal, State, Local, All Other Gift & Donations	300,000	-	300,000	-	300,000	-	-
Other Interfund Transfers	-	-	100,000	-	100,000	-	-
Operating Revenue	300,000	-	400,000	-	400,000	-	-
Total Revenue	300,000	300,000	700,000	300,000	700,000	-	-
Personnel Services	-	-	259,129	-	263,850	4,721	1.8%
Materials & Services	-	-	113,585	-	111,117	(2,468)	-2.2%
Operating Expenditure	-	-	372,714	-	374,967	2,253	0.6%
Contingency	-	-	327,286	-	325,033	(2,253)	-0.7%
Total Expense	-	-	700,000	-	700,000	-	-
Ending Fund Balance - Restricted				300,000			
Revenues Less Expenses	300,000	300,000	-	-	-	-	

Significant Issues and Changes

In 2015, the State legislature passed HB 2734 allowing for the formation of land bank authorities in the State of Oregon. In a February 2018 policy session, the Board of County Commissioners approved the concept of a Clackamas County Land Bank Authority (CCLBA) and approved the Economic Development program to pursue a grant from Business Oregon's Brownfield Fund with the purpose of developing a business plan for a CCLBA. The CCLBA's primary role would be to acquire, remediate and position brownfield properties for future development and to increase the supply of employment lands and/or affordable housing within the County. Following the completion of the Business Plan, the County submitted and received a \$300,000 grant from Business Oregon's Strategic Reserve Fund. In 2020, the Land Bank Authority program was put on hold due to COVID-19. In February 2022, the BCC decided to put a hold on this project for one more year, with an intent to revisit it at that time. The County is returning the \$300,000 in grant funds to the State, as it will not be able to meet the terms of the grant/forgivable loan within the revised timeline.



Library

Library Support Services






Purpose Statement

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

Performance Narrative Statement

The Library Support Services program is submitting a budget of \$6,376,842. The resources devoted to the Library Support Services program have been able to provide an online integrated library system (catalog) which is operational at least 99% of the time. Currently the program is facing more complex needs from its customers and may not reach performance targets such as resolving technical support requests within one business day (target of 75%) with current staffing levels, which will, in turn, likely negatively impact the results of the customer service performance measure in the coming year. Reaching these targets is a key element in supporting the work of the program's customer libraries to efficiently and effectively provide library collections and services to their patrons.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% technical support requests resolved within one (1) business day	NEW	81%	75%	72%	75%
 Result	% time the library catalog is operational	100%	99%	99%	99.76%	99%
 Result	% surveyed respondents who say they "agree" or "strongly agree" that services met their expectations	NEW	98%	80%	(reported at end of FY)	85%
 Result	Percentage of technology support request responses provided within two business days	100%	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Percentage of materials sent to Library Systems for cataloging processed within established timeframes	80%	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	4,187,555	4,537,170	4,351,761	4,119,733	2,719,019	(1,632,742)	-37.5%
Federal, State, Local, All Other Gifts & Donations	63,572	2,708	4,071	4,071	-	(4,071)	-100.0%
All Other Revenues Resources	642,358	624,998	625,250	653,250	751,203	125,953	20.1%
General Fund Support	2,534,996	2,095,853	2,457,474	2,457,474	2,906,620	449,146	18.3%
Operating Revenue	3,240,926	2,723,559	3,086,795	3,114,795	3,657,823	571,028	18.5%
Total Revenue	7,428,481	7,260,729	7,438,556	7,234,528	6,376,842	(1,061,714)	-14.3%
Personnel Services	1,480,358	1,550,739	1,633,393	1,631,878	1,708,402	75,009	4.6%
Materials & Services	1,370,572	1,569,671	2,653,188	2,583,631	1,798,193	(854,995)	-32.2%
Capital Outlay	3,358	20,587	300,000	300,000	140,000	(160,000)	-53.3%
Operating Expenditure	2,854,288	3,140,996	4,586,581	4,515,509	3,646,595	(939,986)	-20.5%
Special Payments	37,023	-	850,000	-	850,000	-	-
Reserve for Future Expenditures	-	-	2,001,975	-	1,880,247	(121,728)	-6.1%
Total Expense	2,891,311	3,140,996	7,438,556	4,515,509	6,376,842	(1,061,714)	-14.3%
Ending Fund Balance - Restricted				2,719,019			
Revenues Less Expenses	4,537,170	4,119,733	-	-	-	-	

Significant Issues and Changes

This program provides essential services to libraries in Clackamas County in accordance with individual IGAs with each library city and relies upon the General Fund to do so. In FY 22-23, this is a status quo budget with minor reductions.

Demand for library services continue to increase and is growing more complex requiring more time and resources to respond to. Program staff have to strategically prioritize services related to technology installation and maintenance, services to libraries, and are facing challenges staffing materials handling/courier operations.

Note: Starting in FY 20-21 this program was re-named Library Support Services and now encompasses the prior program lines of Library Systems and Shared Library Services.



Library

Oak Lodge Library

Purpose Statement

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

Performance Narrative Statement

The Oak Lodge Library program proposes a budget of \$14,887,189, a continuation of the current funding level. These resources will serve approximately 280,000 material checkouts and provide a collection of 60,000 items at the Oak Lodge Library. This collection will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
Result	% youth signed up for summer reading programs who complete the program	NEW	n/a ¹	4%	63%	4%
Result	% year-over-year change in signups for kids, teen and adult reading programs	3%	n/a ¹	7%	n/a ¹	7%
Result	% materials circulated at least once per year	78%	51%	80%	47%	80%
Result	Borrowers as a percentage of the resident population	29%	Discontinued	Discontinued	Discontinued	Discontinued
Result	Percentage of OLA standards met, as required in IGA	67%	Discontinued	Discontinued	Discontinued	Discontinued

¹ Programs were canceled due to COVID-19 in 2020

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation: The Oak Lodge Library program is a **mandated service** under the Clackamas County Library District. In 2008, voters approved a countywide Library District for Clackamas County with a permanent rate of 0.3974 dollars per thousand of assessed value. The District functions as a fiscal agent by distributing property tax revenues raised by the District's permanent rate to participating local governments who operate libraries within Clackamas County.

The Oak Lodge Library program applies annually to receive **grant funding** from the Oregon State Library "Ready to Read" grant program. The grant is used to establish, develop, or improve public library early literacy services and to provide the statewide summer reading program for children from birth to 14 years of age. No matching funds are required.



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	752,002	1,065,473	629,280	1,236,291	3,005,390	2,376,110	377.6%
Federal, State, Local, All Other Gifts & Donations	1,546,585	1,524,131	2,619,136	5,414,610	2,342,003	(277,133)	-10.6%
Charges, Fees, License, Permits, Fines, Assessments	26,187	21,920	640,496	134,013	139,496	(501,000)	-78.2%
Revenue from Bonds & Other Debts	-	-	-	-	9,400,000	9,400,000	-
All Other Revenues Resources	273	-	800	500	300	(500)	-62.5%
Other Interfund Transfers	-	-	17,833	-	-	-	-
Operating Revenue	1,573,045	1,546,051	3,278,265	5,549,123	11,881,799	8,603,534	262.4%
Total Revenue	2,325,047	2,611,524	3,907,545	6,785,414	14,887,189	10,979,644	281.0%
Personnel Services	672,947	588,716	851,287	851,286	842,917	(8,370)	-1.0%
Materials & Services	429,652	386,402	527,456	528,738	587,700	60,244	11.4%
Capital Outlay	156,975	400,116	2,386,888	2,400,000	13,175,000	10,788,112	452.0%
Operating Expenditure	1,259,574	1,375,233	3,765,631	3,780,024	14,605,617	10,839,986	287.9%
Debt Service	-	-	-	-	151,121	151,121	-
Contingency	-	-	141,914	-	130,451	(11,463)	-8.1%
Total Expense	1,259,574	1,375,233	3,907,545	3,780,024	14,887,189	10,979,644	281.0%
Ending Fund Balance - Restricted				3,005,390			
Revenues Less Expenses	1,065,473	1,236,291	-	-	-		

Significant Issues and Changes

In FY 17-18, the county and the City of Gladstone entered into a Settlement Agreement which contemplates the construction of two new libraries, one located within the City of Gladstone and one located in unincorporated Clackamas County within the Oak Lodge Library service area under a "one library, two buildings" model, and sharing staff and resources to realize operational efficiencies and achieve economies of scale. The Oak Lodge Library will be co-located on the North Clackamas Park and Recreation District's Concord School Building property. However, challenges with the original Oak Lodge and Gladstone Community Project funding plan are resulting in various stakeholder groups reevaluating options to move these projects forward.



Gladstone Library






Purpose Statement

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

Performance Narrative Statement

The Gladstone Library program proposes a budget of \$6,522,774. These resources will serve approximately 200,000 material checkouts and provide a collection of 45,000 items at the Gladstone Library. These resources will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% youth signed up for summer reading programs who complete the program	NEW	n/a ¹	4%	52%	4%
 Result	% year-over-year change in signups for kids, teen and adult reading programs	n/a*	n/a ¹	7%	n/a ¹	7%
 Result	% materials circulated at least once per year	9%	56%	80%	52%	80%
 Result	Borrowers as a percentage of the resident population	25%	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Percentage of OLA standards met, as required in IGA	67%	Discontinued	Discontinued	Discontinued	Discontinued

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

¹ Programs were canceled due to COVID-19 in 2020

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation: The Gladstone Library program is a **mandated service** under the Clackamas County Library District. In 2008, voters approved a countywide Library District for Clackamas County with a permanent rate of 0.3974 dollars per thousand of assessed value. The District functions as a fiscal agent by distributing property tax revenues raised by the District's permanent rate to participating local governments who operate libraries within Clackamas County.

The Gladstone Library program applies annually to receive **grant funding** from the Oregon State Library "Ready to Read" grant program. The grant is used to establish, develop, or improve public library early literacy services and to provide the statewide summer reading program for children from birth to 14 years of age. No matching funds are required.



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	(25,384)	80,313	460,365	385,805	(572,170)	(1,032,535)	-224.3%
Federal, State, Local, All Other Gifts & Donations	526,193	839,905	2,142,325	1,559,281	874,816	(1,267,509)	-59.2%
Charges, Fees, License, Permits, Fines, Assessments	2,420	250,367	504,800	2,400	2,500	(502,300)	-99.5%
Revenue from Bonds & Other Debts	-	-	-	-	6,000,000	6,000,000	-
All Other Revenues Resources	171,512	200,026	203,200	361,354	217,628	14,428	7.1%
Other Interfund Transfers	-	-	10,116	-	-	-	-
Operating Revenue	700,125	1,290,298	2,860,441	1,923,035	7,094,944	4,234,503	148.0%
Total Revenue	674,740	1,370,611	3,320,806	2,308,840	6,522,774	3,201,968	96.4%
Personnel Services	278,172	571,508	735,234	698,726	710,961	(24,273)	-3.3%
Materials and Services	156,263	156,299	332,962	682,284	314,216	(18,746)	-5.6%
Capital Outlay	159,992	257,000	2,145,642	1,500,000	5,251,020	3,105,378	144.7%
Operating Expenditure	594,427	984,806	3,213,839	2,881,010	6,276,197	(43,019)	95.3%
Debt Services	-	-	-	-	151,120	151,120	-
Contingency	-	-	106,967	-	95,457	(11,510)	-10.8%
Total Expense	594,427	984,806	3,320,806	2,881,010	6,522,774	96,591	96.4%
Ending Fund Balance - Restricted				(572,170)			
Revenues Less Expenses	80,313	385,805	-	-	-	-	
Significant Issues and Changes							

In FY 17-18 the county entered into a Settlement Agreement with the City of Gladstone which contemplated (in part) that the county would construct and operate a new 6,000 square foot Gladstone Library on the current site of Gladstone City Hall. Per the Settlement Agreement, the county receives a contribution of \$200,000, adjusted for inflation, per year from the City of Gladstone to operate the Gladstone Library.



County Parks and Golf

Stone Creek Golf Club





Purpose Statement

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

Performance Narrative Statement

The Stone Creek Golf Club Program proposes a budget of \$4,509,237, a continuation of the current funding level. These resources will provide golf patrons the opportunity to book events and golf during the available tee times on "playable days". Reaching these targets will help clients and the golfing community to have an enjoyable and reasonably priced golfing experience while providing a supplemental source of funding for County Parks.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% available golf rounds being filled during playable golf days	73%	70%	70%	65%	70%
 Result	% of survey respondents who report that the Stone Creek Golf Club is clean and safe	NEW	90%	80%	90%	87%
 Result	Revenues as a percentage of expenditures (cost recovery)	114%	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Golf Club net proceeds contributed to County Parks division to fund ongoing operations	\$100,000	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation: The Stone Creek Golf Club Program is part of the County Parks system, which is a mandated service under ORS 390.134 in which State Parks allocates funds to the counties based on annual recreation vehicle registrations, and may not use the State moneys received to supplant moneys otherwise made available for the acquisition, development, maintenance, care and use of county park and recreation sites.

Land was purchased and developed by the County Parks Program with the intent to generate a long-term sustainable revenue stream from the Stone Creek Golf Club Program operations that would go directly to the County Parks Program to support operations and maintenance needs. The Stone Creek Golf Club Program features a Peter Jacobsen/Jim Hardy scenically-designed course with spectacular views of Mt. Hood and is an International Audubon Sanctuary. The golf course is laid out over 120 acres of land with old-growth Douglas Firs, lakes, four wetlands, and forty-three bunkers. The County contracts with Gordon Tolbert, owner of Total Golf Management Services, LLC (TGMS), who manages, operates and maintains the golf course. The Stone Creek Golf Club Program has received several awards and recognitions over the years including Golf Digest's Best Places to Play in 2006-2007, #6 on the list of most Eco-Friendly Golf Courses in America by Links Golf Magazine in January 2013 and #5 on Golfer's Choice 2022: Best Golf Courses in Oregon on golfpass.com.



County Parks and Golf

Stone Creek Golf Club

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	931,984	1,349,214	1,718,558	2,188,398	1,699,237	(19,321)	-1.1%
Charges, Fees, License, Permits, Fines, Asse	2,609,509	3,431,781	2,882,621	2,800,000	2,800,000	(82,621)	-2.9%
All Other Revenue Resources	12,284	17,106	223,070	222,067	10,000	(213,070)	-95.5%
Operating Revenue	2,621,793	3,448,887	3,105,691	3,022,067	2,810,000	(295,691)	-9.5%
Total Revenue	3,553,777	4,798,101	4,824,249	5,210,465	4,509,237	(315,012)	-6.5%
Materials & Services	2,083,814	2,580,562	2,665,620	2,745,064	2,929,108	263,488	9.9%
Capital Outlay	20,749	29,141	733,070	646,000	100,000	(633,070)	-86.4%
Operating Expenditure	2,104,563	2,609,703	3,398,690	3,391,064	3,029,108	(369,582)	-10.9%
Special Payments	-	-	1,000	-	1,000	-	-
Interfund Transfers	100,000	-	200,000	120,164	275,000	75,000	37.5%
Reserve for Future Expenditures	-	-	836,540	-	821,293	(15,247)	-1.8%
Contingency	-	-	388,019	-	382,836	(5,183)	-1.3%
Total Expense	2,204,563	2,609,703	4,824,249	3,511,228	4,509,237	(315,012)	-6.5%
Ending Fund Balance - Restricted				1,699,237			
Revenues Less Expenses	1,349,214	2,188,398	-	-	-	-	

Significant Issues and Changes

BCS has worked with Total Golf Management Services, LLC (TGMS), the contracted management firm for the Stone Creek Golf Club, to set up a capital asset repair and replacement schedule to determine the funds that need to be set aside annually to pay for the future repair and replacement of the Stone Creek Golf Club Program's capital assets. The golf course irrigation system and irrigation pond, the two largest asset replacement projects on the list, are nearing their end of life and will soon need to be replaced. The estimated cost is in excess of \$1.8 million. The budget includes accumulating capital reserves to replace these assets.

After an initial closure in spring of 2020 due to COVID-19, Stone Creek re-opened and has continued to see rounds of golf played and revenue in excess of projections, due in part to the desire for outdoor and socially distanced activities. The February 2021 ice storm resulted in damage to the driving range poles and nets which were repaired late last year. The golf club is back in operation and is experiencing record revenues as golf continues to be a popular outdoor activity.



County Parks and Golf

County Parks




Purpose Statement

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

Performance Narrative Statement

The County Parks Program proposes a budget of \$3,132,034 a 14% decrease from FY21/22 funding level. These resources will provide over 8,500 campsite reservations during "Peak" days at 204 campsites and a projected 70% occupancy rate in County Parks. During "Off-Peak" days these resources will provide approximately 9,000 campsite reservations at 204 campsites and a projected 30% occupancy rate in County Parks. Reaching these targets will provide residents and visitors with clean, safe and healthy recreation opportunities in Clackamas County.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% occupancy of campgrounds (peak ¹)	70%	48%	90%	84%	70%
 Result	% occupancy of campground (off-peak ²)	27%	47%	50%	38%	30%
 Result	% of survey respondents who report that the County park they visited is clean and safe	98%	98%	90%	98%	90%

¹ Peak is defined as Fri/Sat.

² 'Off-peak' is defined as Sun-Thu.

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation: The County Parks Program is a mandated service under ORS 390.134 in which State Parks allocates funds to the counties based on annual recreation vehicle registrations, and may not use the State moneys received to supplant moneys otherwise made available for the acquisition, development, maintenance, care and use of county park and recreation sites.

The County Parks Program has budgeted to receive an OR Parks and Recreation Department (OPRD) County Opportunity Grant to pay 50% of costs related to paving rehabilitation at Barton Parks' East RV Campground, an OR State Marine Board small grant to pay 75% of crack sealing of pavement at the Barton Park boat ramp, and an OR State Marine Board large grant to pay 75% of costs related to replacement of the boarding dock at the Boones Ferry boat ramp. Additionally, 2019 Metro Parks and Nature Bond allocated funds will be used to pay 50% of the Barton Park East RV Campground paving rehabilitation project as match to the OPRD grant, and will fully fund the Feyrer day-use paving rehabilitation, parking expansion and curb replacement project. County Parks program will use its Oregon State Parks RV Licensing distribution to fund operations and maintenance of county parks to help offset rising costs of labor and materials to operate the program.



County Parks and Golf

County Parks

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,037,634	485,095	-	472,888	-	-	-
Federal, State, Local, All Other Gifts & Donations	659,856	730,888	1,434,745	784,745	1,102,459	(332,286)	-23.2%
Charges, Fees, License, Permits, Fines, Assessments	773,369	1,178,223	1,350,559	1,129,904	1,306,306	(44,253)	-3.3%
Revenue from Bonds & Other Debts	-	863	8,500	5,500	7,500	(1,000)	-11.8%
All Other Revenues Resources	121,769	213,317	205,471	219,249	220,569	15,098	7.3%
Other Interfund Transfers	100,000	-	449,378	120,164	275,000	(174,378)	-38.8%
General Fund Support	183,683	161,411	215,882	215,882	220,200	4,318	2.0%
Operating Revenue	1,838,677	2,284,702	3,664,535	2,475,444	3,132,034	(532,501)	-14.5%
Total Revenue	2,876,311	2,769,797	3,664,535	2,948,332	3,132,034	(532,501)	-14.5%
Personnel Services	1,074,968	1,077,017	1,235,379	1,235,378	1,288,145	52,766	4.3%
Materials & Services	1,001,752	796,737	1,078,328	1,110,754	960,632	(117,696)	-10.9%
Capital Outlay	314,497	423,155	883,648	602,200	851,031	(32,617)	-3.7%
Operating Expenditure	2,391,217	2,296,909	3,197,355	2,948,332	3,099,808	(97,547)	-3.1%
Special Payments	-	-	1,000	-	1,000	0	-
Contingency	-	-	466,180	-	31,226	(434,954)	-93.3%
Total Expense	2,391,217	2,296,909	3,664,535	2,948,332	3,132,034	(532,501)	-14.5%
Revenues Less Expenses	485,095	472,889	-	-	-	-	

Significant Issues and Changes

In 2021, the County Parks system was still being impacted by COVID-19. Parks day-use activities were under modified operations with no day use reservations or group events. In anticipation of declining revenues, Parks made a reduction in seasonal staffing and held a regular position vacant for most of the year. Parks were popular and very busy for people wanting to get out of the house, but overall revenue was still severely impacted given the modified operations.

In 2022, the County Parks Program has proposed a fee increase to help offset continued increases in temporary labor costs, and the rise in the cost of goods and services. Parks plans to continue to leverage partnerships to accomplish maintenance and capital projects, including anticipating financial support through State Grants and Metro Bonds. Planned projects include repaving, repairing, and replacing aging facilities and equipment so Parks can continue to provide safe, healthy outdoor recreational experiences, and continue to be a draw for travel and tourism dollars into our communities.



Assets

Forestry

Purpose Statement

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

Performance Narrative

The Forestry Program proposes a budget of \$5,555,297, a continuation of the current funding level. These resources will provide support to County Parks capital projects and operations. In addition, these resources will provide removal of an estimated 30 tons of debris from approximately 50 illegal dumpsites. Reaching these targets will provide revenue to the County Parks Program and enhance park and forest health now and for future generations.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
Result	% young stands actively managed annually	NEW	NEW	20%	11%	20%
Result	\$ (net) earned from timber sales	NEW	NEW	\$280,000	\$0	\$280,000
Result	Percentage of reported dumpsites cleaned via Dump Stoppers program	100%	Discontinued	Discontinued	Discontinued	Discontinued
Result	Percentage change in timber growth as measured by Current Volume / Baseline Volume	10%	Discontinued	Discontinued	Discontinued	Discontinued
Result	Number of logging and mill jobs supported from timber harvests on County owned timberlands	210	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services ☐ Y

Shared Services ☐ Y

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation: The *Forestry Program* is **mandated** by the Oregon Department of Forestry to comply with the Oregon Forest Practices Act (OFPA). The OFPA sets standards for all commercial activities involving the establishment, management, or harvesting of trees on Oregon's forestlands. Requirements include an approved pre-operation plan, oversight of timber operations including fire protection and slash pile burning, ensuring reforestation is conducted following harvest, meeting clean water act rules for protecting water quality, and enforcing corrective actions when violations occur.

The management of County Forest Trust Lands is listed on the Association of Counties' list as a **shared state-county service**.

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



Assets

Forestry

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	3,431,004	3,780,085	3,732,273	3,163,244	3,087,749	(644,524)	-17.3%
Federal, State, Local, All Other Gifts & Donations	119,638	52,646	68,078	89,879	49,152	(18,926)	-27.8%
Charges, Fees, License, Permits, Fines, Assets	2,365	22,086	-	1,600	1,950	1,950	-
Revenue from Bonds & Other Debts	1,285,276	5,302	1,001,400	158,464	647,700	(353,700)	-35.3%
All Other Revenues Resources	45,894	40,598	57,000	638,000	1,718,000	1,661,000	2914.0%
Interfund Transfers	45,000	45,000	45,000	45,000	50,746	5,746	12.8%
Operating Revenue	1,498,173	165,632	1,171,478	932,943	2,467,548	1,296,070	110.6%
Total Rev - Including Beginning Balance	4,929,177	3,945,717	4,903,751	4,096,187	5,555,297	651,546	13.3%
Personnel Services	536,851	483,068	518,872	534,660	445,593	(73,279)	-14.1%
Materials & Services	590,354	272,494	1,047,388	451,778	532,382	(515,006)	-49.2%
Capital Outlay	21,887	26,911	810,000	22,000	912,146	102,146	12.6%
Operating Expenditure	1,149,092	782,473	2,376,260	1,008,438	1,890,121	(486,139)	-20.5%
Special Payments	-	-	1,000	-	1,000	-	-
Reserve for Future Expenditures	-	-	2,369,773	-	3,506,920	1,137,147	48.0%
Contingency	-	-	156,718	-	157,256	538	0.3%
Total Exp - Including Special Categories	1,149,092	782,473	4,903,751	1,008,438	5,555,297	651,546	13.3%
Ending Fund Balance - Restricted				3,087,749			
Revenues Less Expenses	3,780,085	3,163,244	-	-	-	-	

Significant Issues and Changes

FY 22-23 will focus on harvest activities, replanting, inter-planting, and pre-commercial thinning. The Dump Stoppers program will continue to receive funding from the US Forest Service, Bureau of Land Management and Clackamas County Sustainability and Solid Waste division which allows for the continued cleanup of illegal dump sites, abandoned vehicles, and RVs.

In 2020, the Forestry program was significantly impacted by devastating wildfires. Approximately 400 acres of County Forest land was burned with several plantations being a total loss. Salvage logging was delayed in 2021 due to the availability of loggers to perform the work. Salvage harvesting is being completed in 2022 and the next regular timber sale in the Forest program's 10-year management plan is scheduled for FY22-23.

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



Assets

Property Disposition



Purpose Statement

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

Performance Narrative Statement

The Property Disposition Program proposes a budget of \$2,626,718, a continuation of the current funding level. These resources will result in 20% of properties in the **held for resale** category being returned to the tax roles or repurposed for public benefit. Reaching this target will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% held for resale foreclosed properties that are repurposed for public benefit or returned to the tax rolls	NEW	9%	20%	20%	20%
 Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	(3%)	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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

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



Assets

Property Disposition

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,707,544	2,424,019	2,152,103	2,414,150	2,326,718	174,615	8.1%
Federal, State, Local, All Other Gifts & Donations	8,774	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	300,000	400,000	224,673	300,000	(100,000)	-25.0%
Operating Revenue	8,774	300,000	400,000	224,673	300,000	(100,000)	-25.0%
Total Rev - Including Beginning Balance	2,716,318	2,724,019	2,552,103	2,638,823	2,626,718	74,615	2.9%
Personnel Services	194,040	153,117	168,869	126,252	158,954	(9,915)	-5.9%
Materials & Services	98,260	156,751	197,352	180,853	201,368	4,016	2.0%
Capital Outlay	-	-	610,000	5,000	610,000	-	-
Operating Expenditure	292,300	309,868	976,221	312,105	970,322	(5,899)	-0.6%
Special Payments	-	-	50,000	-	60,000	10,000	20.0%
Interfund Transfers	-	-	100,000	-	100,000	-	-
Reserve for Future Expenditures	-	-	1,343,597	-	1,397,896	54,299	4.0%
Contingency	-	-	82,285	-	98,500	16,215	19.7%
Total Exp - Including Special Categories	292,300	309,870	2,552,103	312,105	2,626,718	74,615	2.9%
Ending Fund Balance - Restricted				2,326,718			
Revenues Less Expenses	2,424,019	2,414,150	-	-	-	-	

Significant Issues and Changes

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



Assets

Tax Title Land

Purpose Statement

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

Performance Narrative Statement

The Tax Title Land Program proposes a budget of \$378,800, a continuation of the current funding level. Resources received from auction proceeds and other property sales provide an administration fee to the Property Disposition Program to reimburse costs related to the management of tax foreclosed properties in Clackamas County. Reimbursing the programs management costs will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
Result	\$ disbursed to Property Disposition program	NEW	\$30,707	\$400,000	\$ 39,172	\$400,000
Result	\$ disbursed to taxing entities	NEW	\$0	\$50,000	\$0	\$50,000
Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	(3)%	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The *Tax Title Land Program* accounts for the tax foreclosed County real properties as **mandated** under ORS Chapter 275. The County annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the County in lieu of uncollected taxes. The properties are then typically sold at public auction, transferred to other government agencies for public use, or sold via private sale. The *Tax Title Land Program* receives the proceeds from the sale of the properties, and reimburses the *Property Disposition Program* for all costs associated with the management and disposal of the foreclosed properties.



Assets

Tax Title Land

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	119,631	215,860	-	81,337	-	-	-
All Other Revenue Resources	99,500	168,374	515,000	196,936	378,800	(136,200)	-26.4%
Operating Revenue	99,500	168,374	515,000	196,936	378,800	(136,200)	-26.4%
Total Rev - Including Beginning Balance	219,131	384,234	515,000	278,273	378,800	(136,200)	-26.4%
Materials & Services	3,270	302,897	403,000	228,273	303,800	(99,200)	-24.6%
Operating Expenditure	3,270	302,897	403,000	228,273	303,800	(99,200)	-24.6%
Special Payments	-	-	112,000	50,000	75,000	(37,000)	-33.0%
Total Exp - Including Special Categories	3,270	302,896	515,000	278,273	378,800	(136,200)	-26.4%
Revenues Less Expenses	215,860	81,337	-	-	-	-	

Significant Issues and Changes

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