



## **Business & Community Services**

**Laura Zentner, Director**

**150 Beavercreek Road  
Oregon City, Oregon 97045  
503-742-4344**

Website Address: <http://www.clackamas.us/business/>



## Business and Community Services

### Department Mission

The mission of the Business and Community Services Department is to provide economic development, public spaces, and community enrichment services to residents, businesses, visitors, and partners so they can thrive and prosper in healthy and vibrant communities.

### Business and Community Services

Laura Zentner - Director  
Greg Williams - Deputy Director  
FTE 43.50  
Total Request \$32,628,200  
General Fund Support \$2,808,157

<b>BCS Administration</b>  Laura Zentner Director Greg Williams Deputy Director Total Request \$1,634,098 Gen Fund \$ -	<b>Fair &amp; Event Center</b>  Laura Zentner Director Greg Williams Deputy Director Total Request \$2,250,500 Gen Fund \$ -	<b>Economic Development</b>  Laura Zentner Director Greg Williams Deputy Director Total Request \$4,493,843 Gen Fund \$ -	<b>Library</b>  Laura Zentner Director Greg Williams Deputy Director Total Request \$9,891,583 Gen Fund \$ 2,597,275	<b>Parks, Golf &amp; Recreation</b>  Laura Zentner Director Greg Williams Deputy Director Total Request \$6,858,316 Gen Fund \$ 210,882	<b>Assets</b>  Laura Zentner Director Greg Williams Deputy Director Total Request \$7,499,860 Gen Fund \$ -
<b>Office of the Director</b>  Laura Zentner Director FTE 1.65 Total Request \$748,351 Gen Fund \$ -	<b>County Fair &amp; Rodeo</b>  Laurie Bothwell Executive Director FTE 0.00 Total Request \$1,461,615 Gen Fund \$ -	<b>Economic Development</b>  Catherine Grubowski-Johnson Manager FTE 4.50 Total Request \$1,687,614 Gen Fund \$ -	<b>Library Systems</b>  Kathryn Kohl Manager FTE 5.50 Total Request \$4,242,159 Gen Fund \$ 1,376,503	<b>Stone Creek Golf Club</b>  Gordon Tolbert Manager FTE 0.00 Total Request \$3,607,059 Gen Fund \$ -	<b>Forest &amp; Timber Management</b>  Rick Gruen Manager FTE 3.26 Total Request \$4,260,901 Gen Fund \$ -
<b>Budgeting, Financial Mgmt. &amp; Planning</b>  Greg Williams Deputy Director FTE 2.35 Total Request \$885,747 Gen Fund \$ -	<b>County Event Center</b>  Laurie Bothwell Executive Director FTE 0.00 Total Request \$788,885 Gen Fund \$ -	<b>Economic Opportunity</b>  Laura Zentner Director FTE 0.00 Total Request \$1,898,480 Gen Fund \$ -	<b>Shared Library Services</b>  Kathryn Kohl Manager FTE 6.50 Total Request \$2,647,796 Gen Fund \$ 1,220,772	<b>County Parks</b>  Rick Gruen Manager FTE 5.64 Total Request \$3,251,257 Gen Fund \$ 210,882	<b>Property Disposition</b>  Rick Gruen Manager FTE 1.40 Total Request \$2,761,998 Gen Fund \$ -
		<b>Ag. &amp; Forest Econ. Development</b>  Rick Gruen Manager FTE 1.20 Total Request \$507,749 Gen Fund \$ -	<b>Oak Lodge Library</b>  Mitzi Olson Manager FTE 5.25 Total Request \$2,023,079 Gen Fund \$ -		<b>Tax Title Land</b>  Rick Gruen Manager FTE 0.00 Total Request \$476,961 Gen Fund \$ -
		<b>Land Bank Authority</b>  Vacant Ec. Dev. Coordinator FTE 1.50 Total Request \$400,000 Gen Fund \$ -	<b>Gladstone Library</b>  Mitzi Olson Manager FTE 4.75 Total Request \$978,549 Gen Fund \$ -		



## Business and Community Services

### Department Budget Summary by Fund

Line of Business	FY 19-20	FY 19-20	FY 19-20	FY 19-20	FY 19-20	FY 19-20	FY 19-20	FY 19-20	FY 19-20	FY 19-20
Program	FTE	County Fair Fund 201	Econ. Develop. Fund 208	Library Fund Fund 212	County Parks Fund 213	Property Resources Fund 218	Forest Mgmt Fund 257	Stone Creek Golf Course Fund 601	Total Proposed Budget	General Fund Support Included in Proposed Budget
BCS Administration										
Office of the Director	1.65	-	748,351	-	-	-	-	-	748,351	-
Budgeting, Financial Mgmt. & Planning	2.35	-	885,747	-	-	-	-	-	885,747	-
Fair & Event Center										
County Fair & Rodeo	-	1,461,615	-	-	-	-	-	-	1,461,615	-
County Event Center	-	788,885	-	-	-	-	-	-	788,885	-
Economic Development										
Economic Development	4.50	-	1,687,614	-	-	-	-	-	1,687,614	-
Economic Opportunity	-	-	1,898,480	-	-	-	-	-	1,898,480	-
Agriculture & Forest Econ. Development	1.20	-	507,749	-	-	-	-	-	507,749	-
Land Bank Authority	1.50	-	400,000	-	-	-	-	-	400,000	-
Library										
Library Systems	5.50	-	-	4,242,159	-	-	-	-	4,242,159	1,376,503
Shared Library Services	6.50	-	-	2,647,796	-	-	-	-	2,647,796	1,220,772
Oak Lodge Library	5.25	-	-	2,023,079	-	-	-	-	2,023,079	-
Gladstone Library	4.75	-	-	978,549	-	-	-	-	978,549	-
Parks, Golf & Recreation										
Stone Creek Golf Club	-	-	-	-	-	-	-	3,607,059	3,607,059	-
County Parks	5.64	-	-	-	3,251,257	-	-	-	3,251,257	210,882
Assets										
Forest & Timber Management	3.26	-	-	-	-	-	4,260,901	-	4,260,901	-
Property Disposition	1.40	-	-	-	-	2,761,998	-	-	2,761,998	-
Tax Title Land	-	-	-	-	-	476,961	-	-	476,961	-
<b>FY 19-20 Budget</b>	<b>43.50</b>	<b>\$ 2,250,500</b>	<b>\$ 6,127,941</b>	<b>\$ 9,891,583</b>	<b>\$ 3,251,257</b>	<b>\$ 3,238,959</b>	<b>\$ 4,260,901</b>	<b>\$ 3,607,059</b>	<b>\$ 32,628,200</b>	<b>\$ 2,808,157</b>
<b>FY 18-19 Budget</b>		<b>\$ 2,395,508</b>	<b>\$ 5,209,134</b>	<b>\$ 8,700,166</b>	<b>\$ 4,062,162</b>	<b>\$ 3,096,094</b>	<b>\$ 9,224,568</b>	<b>\$ 3,716,335</b>	<b>\$ 36,403,967</b>	<b>\$ 2,628,933</b>
<b>\$ Increase (Decrease)</b>		<b>\$ (145,008)</b>	<b>\$ 918,807</b>	<b>\$ 1,191,417</b>	<b>\$ (810,905)</b>	<b>\$ 142,865</b>	<b>\$ (4,963,667)</b>	<b>\$ (109,276)</b>	<b>\$ (3,775,767)</b>	<b>\$ 179,224</b>
<b>% Increase ( Decrease)</b>		<b>-6.05%</b>	<b>17.64%</b>	<b>13.69%</b>	<b>-19.96%</b>	<b>4.61%</b>	<b>-53.81%</b>	<b>-2.94%</b>	<b>-10.37%</b>	<b>6.82%</b>
<b>FY 18-19 FTE</b>	<b>38.00</b>									

The logo for Clackamas County features a stylized mountain peak in a teal color. A white, curved shape, resembling a river or a path, flows from the base of the mountain towards the right.

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**CLACKAMAS**  
C O U N T Y



## BCS Administration

### Line of Business Purpose Statement

The purpose of the BCS Administration Line of Business is to provide leadership, direction, communication, budgeting, and financial management support for BCS Lines of Business, consistent with Board policy and direction, and to provide support to County policymakers and Administration, so they can make informed policy decisions and provide effective, well-managed services to those who live, work, visit or do business in Clackamas

### Business and Community Services

Laura Zentner - Director  
Greg Williams - Deputy Director  
FTE 43.50  
Total Request \$32,628,200  
General Fund Support \$2,808,157

#### BCS Administration

Laura Zentner  
Director  
Greg Williams  
Deputy Director  
Total Request  
\$1,634,098

Gen Fund \$ -

#### Office of the Director

Laura Zentner  
Director  
FTE 1.65  
Total Request  
\$748,351

Gen Fund \$ -

#### Budgeting, Financial Mgmt. & Planning

Greg Williams  
Deputy Director  
FTE 2.35  
Total Request  
\$885,747

Gen Fund \$ -



## BCS Administration

### Office of the Director


#### Purpose Statement

The purpose of the Office of the Director Program is to provide leadership, direction, decision and communications support for BCS Lines of Business, consistent with Board policy and direction, and to provide support to County policymakers and Administration, 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.

#### Performance Narrative Statement

The Office of the Director Program proposes a budget of \$748,351, 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Percentage of performance measures achieved	66%	59%	80%	67%	70%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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



## BCS Administration

### Office of the Director

#### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>149,641</b>	<b>156,084</b>	<b>304,108</b>	<b>304,108</b>	<b>235,476</b>	<b>(68,632)</b>	<b>-22.6%</b>
Charges for Service	517,446	580,405	413,633	413,633	512,875	99,242	24.0%
<b>Operating Revenue</b>	<b>517,446</b>	<b>580,405</b>	<b>413,633</b>	<b>413,633</b>	<b>512,875</b>	<b>99,242</b>	<b>24.0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>667,087</b>	<b>736,489</b>	<b>717,741</b>	<b>717,741</b>	<b>748,351</b>	<b>30,610</b>	<b>4.3%</b>
Personnel Services	320,138	327,795	353,389	340,816	360,227	6,838	1.9%
Materials & Services	164,367	85,238	200,955	119,180	171,219	(29,736)	-14.8%
Cost Allocation Charges	26,498	19,348	22,269	22,269	33,045	10,776	48.4%
<b>Operating Expenditure</b>	<b>511,003</b>	<b>432,381</b>	<b>576,613</b>	<b>482,265</b>	<b>564,491</b>	<b>(12,122)</b>	<b>-2.1%</b>
Contingency	-	-	141,128	-	183,860	42,732	30.3%
<b>Total Exp - Including Special Categories</b>	<b>511,003</b>	<b>432,381</b>	<b>717,741</b>	<b>482,265</b>	<b>748,351</b>	<b>30,610</b>	<b>4.3%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	1.65	1.65	1.65	1.65	1.65	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.65	0.90	-	1.65	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	0.75	-	-	-	-	-

#### Significant Issues and Changes

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

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



## BCS Administration

### Line of Business Purpose Statement

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Gen Fund \$ -



# BCS Administration

## Budgeting, Financial Management & Planning



### Purpose Statement

The purpose of the Budgeting, Financial Management and Planning Program is to provide coordination, financial analysis, risk management, budgeting, forecasting, contract management and administrative support while ensuring compliance with Oregon Budget Law and other federal and state rules and regulations to department employees, county decision makers, policymakers, and other county departments, so they can focus on providing effective, well-managed services to those who live, work, visit and do business in Clackamas County.

### Performance Narrative Statement

The Budgeting, Financial Management and Planning Program proposes a budget of \$885,747, 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Percentage of budgets and supplemental budgets in compliance with Oregon Budget Law	100%	100%	100%	100%	100%
 Result	Percentage of quarterly reports completed within 45 days after the end of the quarter	100%	100%	100%	100%	100%
Demand / Output	Number of quarterly reports requested / Number of quarterly reports completed within 45 days after the end of the quarter <i>Note: Includes LIBSD (1) &amp; BCS (16)</i>	78 reports / 78 reports	78 reports / 78 reports	51 reports / 51 reports	17 reports / 17 reports	51 reports / 51 reports

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 *Budgeting, Planning, and Financial Management 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 *Budgeting, Planning, and Financial Management Program* also ensures compliance with Oregon Budget Law, Governmental Accounting Standards Board (GASB), purchasing rules and regulations, and other federal and state rules and regulations.



Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>189,568</b>	<b>170,002</b>	<b>229,151</b>	<b>229,151</b>	<b>372,872</b>	<b>143,721</b>	<b>62.7%</b>
Federal Grants & Revenues	749	-	-	-	-	-	0%
Charges for Service	517,446	520,621	667,607	667,607	512,875	(154,732)	-23.2%
<b>Operating Revenue</b>	<b>518,195</b>	<b>520,621</b>	<b>667,607</b>	<b>667,607</b>	<b>512,875</b>	<b>(154,732)</b>	<b>-23.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>707,763</b>	<b>690,623</b>	<b>896,758</b>	<b>896,758</b>	<b>885,747</b>	<b>(11,011)</b>	<b>-1.2%</b>
Personnel Services	432,124	369,789	459,100	404,000	454,241	(4,859)	-1.1%
Materials & Services	62,723	45,247	173,356	74,166	109,402	(63,954)	-36.9%
Cost Allocation Charges	42,913	46,436	45,720	45,720	47,043	1,323	2.9%
Capital Outlay	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>537,760</b>	<b>461,472</b>	<b>678,176</b>	<b>523,886</b>	<b>610,686</b>	<b>(67,490)</b>	<b>-10.0%</b>
Contingency	-	-	218,582	-	275,061	56,479	25.8%
<b>Total Exp - Including Special Categories</b>	<b>537,760</b>	<b>461,472</b>	<b>896,758</b>	<b>523,886</b>	<b>885,747</b>	<b>(11,011)</b>	<b>-1.2%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	2.85	2.35	2.35	2.35	2.35	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.85	1.10	-	2.35	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.25	-	-	-	-	-

**Significant Issues and Changes**

BCS hired a new Deputy Director in FY 18-19. Filling this position will allow the BCS Director to focus more time and attention on high-priority projects, initiatives, and issues.

During FY 19-20, the *Budgeting, Financial Management & Planning Program* in conjunction with County Administration, will coordinate a revision of the BCS Performance Clackamas Strategic Plan and associated performance measures.



## Fair & Event Center

### Line of Business Purpose Statement

The purpose of the Fair and Event Center Line of Business is to provide the annual County Fair and Rodeo production services and other event production services to event attendees and participants so they can benefit from community experiences that offer entertainment, youth development, and fundraising opportunities for local organizations and County Fair operations.

### Business and Community Services

Laura Zentner - Director  
Greg Williams - Deputy Director  
FTE 43.50  
Total Request \$32,628,200  
General Fund Support \$2,808,157

#### Fair & Event Center

Laura Zentner  
Director

Greg Williams  
Deputy Director

Total Request  
\$2,250,500

Gen Fund \$ -

#### County Fair & Rodeo

Laurie Bothwell  
Executive Director  
FTE 0.00

Total Request  
\$1,461,615

Gen Fund \$ -

#### County Event Center

Laurie Bothwell  
Executive Director  
FTE 0.00

Total Request  
\$788,885

Gen Fund \$ -



# Fair & Event Center

## County Fair & Rodeo



### Purpose Statement

The purpose of the County Fair and Rodeo Program is to provide the venue and production services for County Fair and Rodeo attendees and participants so they can create a community experience that offers entertainment, youth development, and fundraising opportunities for local organizations.

### Performance Narrative Statement

The County Fair and Rodeo Program proposes a budget of \$1,461,615, a continuation of the current funding level. These resources will provide the 113th County Fair in August for an estimated 155,000 County Fair attendees and nearly 23,000 rodeo attendees. These resources will also provide the opportunity for year after year involvement for 4H, FFA and other participants. Reaching the attendance and participation targets will enhance the community experience, youth development and fundraising opportunities for local organizations.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Percentage of capacity of County Fair attendance	At 65% capacity	At 82% capacity	At 89% capacity	At 88% capacity	At 89% capacity
Demand / Output	Fair Attendance / Maximum Fair Attendees Allowed	114,031 attendees for a six-day Fair / 175,000 max	144,020 attendees for a five-day Fair / 175,000 max	155,000 attendees for a five-day Fair / 175,000 max	153,864 attendees for a five-day Fair / 175,000 max	155,000 attendees for a five-day Fair / 175,000 max
 Result	Percentage of capacity of County Rodeo attendance	At 69% capacity	At 86% capacity	At 90% capacity	At 87% capacity	At 95% capacity
Demand / Output	Rodeo Attendance / Maximum Rodeo Attendees Allowed	16,110 attendees / 23,460 max	20,140 attendees / 23,460 max	21,076 attendees / 23,460 max	20,353 attendees / 23,460 max	22,287 attendees / 23,460 max

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 19-20, the *County Fair Fund* is budgeted to receive \$509,433; \$178,301 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 addition, in FY 19-20, the *Fair and Event Center* anticipates receiving a \$60,000 grant (\$21,000 of which is budgeted for the *County Fair and Rodeo Program*) from Tourism and Cultural Affairs to support Master Planning for the Fair and Event Center, as well as improvements to the Fair and Event Center's sprinkler system.



## Fair & Event Center

## County Fair & Rodeo

### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>485,584</b>	<b>296,471</b>	<b>136,427</b>	<b>252,636</b>	<b>153,147</b>	<b>16,720</b>	<b>12.3%</b>
State Grants & Revenues	53,667	53,167	53,167	53,167	53,167	-	0%
Charges for Service	444,119	504,431	527,261	473,964	503,000	(24,261)	-4.6%
Other Revenues	420,425	487,334	552,138	532,435	553,000	862	0.2%
Interfund Transfers	157,287	160,590	262,829	167,255	199,301	(63,528)	-24.2%
<b>Operating Revenue</b>	<b>1,075,498</b>	<b>1,205,522</b>	<b>1,395,395</b>	<b>1,226,821</b>	<b>1,308,468</b>	<b>(86,927)</b>	<b>-6.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,561,082</b>	<b>1,501,993</b>	<b>1,531,822</b>	<b>1,479,457</b>	<b>1,461,615</b>	<b>(70,207)</b>	<b>-4.6%</b>
Personnel Services	157,314	124,788	166,500	192,965	207,925	41,425	24.9%
Materials & Services	1,060,994	1,062,652	1,057,359	959,314	1,037,897	(19,462)	-1.8%
Capital Outlay	46,301	61,918	233,130	174,031	109,209	(123,921)	-53.2%
<b>Operating Expenditure</b>	<b>1,264,609</b>	<b>1,249,358</b>	<b>1,456,989</b>	<b>1,326,310</b>	<b>1,355,031</b>	<b>21,963</b>	<b>-7.0%</b>
Special Payments	-	-	5,000	-	1,000	(4,000)	-80.0%
Contingency	-	-	69,833	-	105,584	35,751	51.2%
<b>Total Exp - Including Special Categories</b>	<b>1,264,609</b>	<b>1,249,358</b>	<b>1,531,822</b>	<b>1,326,310</b>	<b>1,461,615</b>	<b>53,714</b>	<b>-4.6%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

### Significant Issues and Changes

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

The Fair Board has contracted with LRS Architects to develop a Master Plan for the Fair and Event Center. The plan will include a review of the existing facility demands and use, an analysis of physical improvements to the site, examination of funding options, research related to travel and tourism, and projections of future demands.

In 2014, the Livestock Barn on the Clackamas County Fairgrounds was demolished due to being deemed unsafe. The 39,000 square foot barn was utilized year-round for a multitude of events. For the past five years, T-structure tents have been rented to fulfill the needs of the *County Fair* and other events.



# Fair & Event Center

## County Event Center



### Purpose Statement

The purpose of the County Event Center Program is to provide facility rental and production to community members, for profit and not for profit organizations so they can affordably hold a variety of events for direct or indirect community benefit, and to financially support the Fair and Event Center.

### Performance Narrative Statement

The County Event Center Program proposes a budget of \$788,885, a continuation of the current funding level. These resources will provide 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 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 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	203 events	181 events	177 events	76 events	200 events
 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	496 events	621 events	630 events	232 events	630 events
Demand / Output	Non-fair events requested / Non-fair events booked <i>NEW Events booked (included in totals)</i>	1,174 requested / 699 booked <i>71 new events</i>	1,040 requested / 802 booked <i>54 new events</i>	850 requested / 807 booked <i>50 new events</i>	339 requested / 308 booked <i>22 new events</i>	850 requested / 830 booked <i>57 new events</i>

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 19-20, the *County Fair Fund* is budgeted to receive \$509,433; \$331,132 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 addition, in FY 19-20, the Fair and Event Center anticipates receiving a \$60,000 grant (\$39,000 of which is budgeted for the *County Event Center Program*) from Tourism and Cultural Affairs to support Master Planning for the Fair and Event Center, as well as improvements to the Fair and Event Center's sprinkler system.



## Fair & Event Center

## County Event Center

### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>129,558</b>	<b>232,350</b>	<b>302,845</b>	<b>199,211</b>	<b>53,753</b>	<b>(249,092)</b>	<b>-82.3%</b>
Local Grants & Revenues	3,111	3,000	3,000	3,000	20,000	<b>17,000</b>	<b>566.7%</b>
Other Revenues	339,183	322,912	342,800	298,063	345,000	<b>2,200</b>	<b>0.6%</b>
Interfund Transfers	292,104	298,240	215,041	310,615	370,132	<b>155,091</b>	<b>72.1%</b>
<b>Operating Revenue</b>	<b>634,398</b>	<b>624,152</b>	<b>560,841</b>	<b>611,678</b>	<b>735,132</b>	<b>174,291</b>	<b>31.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>763,956</b>	<b>856,502</b>	<b>863,686</b>	<b>810,889</b>	<b>788,885</b>	<b>(74,801)</b>	<b>-8.7%</b>
Personnel Services	296,484	408,737	339,500	337,000	367,875	<b>28,375</b>	<b>8.4%</b>
Materials & Services	188,713	201,744	212,959	213,745	239,334	<b>26,375</b>	<b>12.4%</b>
Capital Outlay	46,410	46,810	269,614	206,391	128,417	<b>(141,197)</b>	<b>-52.4%</b>
<b>Operating Expenditure</b>	<b>531,607</b>	<b>657,291</b>	<b>822,073</b>	<b>757,136</b>	<b>735,626</b>	<b>54,750</b>	<b>-10.5%</b>
Contingency	-	-	41,613	-	53,259	<b>11,646</b>	<b>28.0%</b>
<b>Total Exp - Including Special Categories</b>	<b>531,607</b>	<b>657,291</b>	<b>863,686</b>	<b>757,136</b>	<b>788,885</b>	<b>66,396</b>	<b>-8.7%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

### Significant Issues and Changes

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

The Fair Board has contracted with LRS Architects to develop a Master Plan for the Fair and Event Center. The plan will include a review of the existing facility demands and use, an analysis of physical improvements to the site, examination of funding, research related to travel and tourism and projections of future demands.

In 2014, the Livestock Barn on the Clackamas County Fairgrounds was demolished due to being deemed unsafe. The 39,000 square foot barn was utilized year-round for a multitude of events. For the past five years, T-structure tents have been rented to fulfill the needs of the County Fair and other events.



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**CLACKAMAS**  
C O U N T Y



## Line of Business Purpose Statement

The purpose of the Economic Development Line of Business is to provide leadership, consultation, and economic analysis services to policymakers, performance partners, businesses and property owners, and agriculture and forest land owners so they can make informed decisions and grow a vibrant, resilient economy.

### Business and Community Services

Laura Zentner - Director  
Greg Williams - Deputy Director

FTE 43.50

Total Request \$32,628,200

General Fund Support \$2,808,157

#### Economic Development

Laura Zentner  
Director

Greg Williams  
Deputy Director

Total Request  
\$4,493,843

Gen Fund \$ -

#### Economic Development

Catherine  
Grubowski-Johnson  
Manager

FTE 4.50  
Total Request  
\$1,687,614

Gen Fund \$ -

#### Economic Opportunity

Laura Zentner  
Director

FTE 0.00  
Total Request  
\$1,898,480

Gen Fund \$ -

#### Ag. & Forest Econ. Development

Rick Gruen  
Manager

FTE 1.20  
Total Request  
\$507,749

Gen Fund \$ -

#### Land Bank Authority

Vacant  
Ec. Dev. Coordinator

FTE 1.50  
Total Request  
\$400,000

Gen Fund \$ -



## Economic Development

## Economic Development





### Purpose Statement

The purpose of the Economic Development Program is to provide leadership, consultation, and economic analysis to policymakers, performance partners, and businesses and property owners so they can make informed decisions that either create a healthy environment for private investment or that allow them to locate or expand their business in Clackamas County.

### Performance Narrative Statement

The Economic Development Program proposes a budget of \$1,687,614, a continuation of the current funding level. 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Number of new jobs created and private dollars invested from Enterprise Zone applicants	55 jobs \$1,710,000	55 jobs \$29,654,360	75 jobs \$15,000,000	34 jobs \$3,360,000	100 jobs \$15,000,000
Demand / Output	Number of Enterprise Zone applications requested / Number of Enterprise Zone applications processed	4 requested / 4 processed	8 requested / 3 processed	6 requested / 6 processed	6 requested / 1 processed	5 requested / 5 processed
 Result	Number of meetings convened of Clackamas County cities and regional partners	13 meetings	22 meetings	12 meetings	6 meetings	12 meetings
 Result	Percentage of available employment land in the Metro Urban Growth Boundary within Clackamas County that is "development ready"	N/A	7%	16%	14%	16%
Demand / Output	"Development ready" acres in Metro Urban Growth Boundary within Clackamas County / Employment acres in Metro Urban Growth Boundary within Clackamas County	N/A	64 acres / 912 acres	N/A	121 acres / 860 acres	140 acres / 850 acres
 Result	Percentage of available employment land outside the Metro Urban Growth Boundary within Clackamas County that is "development ready"	N/A	34%	35%	31%	36%
Demand / Output	"Development ready" acres outside Metro Urban Growth Boundary within Clackamas County / Employment acres outside Metro Urban Growth Boundary within Clackamas County	N/A	251 acres / 745 acres	271 acres / 770 acres	237 acres / 775 acres	280 acres / 775 acres

Program includes:

Mandated Services ☐ Y

Shared Services ☐ Y

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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

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



## Economic Development

## Economic Development

### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>648,319</b>	<b>707,115</b>	<b>633,793</b>	<b>633,793</b>	<b>452,614</b>	<b>(181,179)</b>	<b>-28.6%</b>
Licenses & Permits	2,204	29,653	29,172	10,000	10,000	(19,172)	-65.7%
State Grants & Revenues	1,090,000	1,090,000	1,150,000	1,150,000	1,150,000	-	0%
Other Revenues	-	-	-	25,000	75,000	75,000	0%
<b>Operating Revenue</b>	<b>1,092,204</b>	<b>1,119,653</b>	<b>1,179,172</b>	<b>1,185,000</b>	<b>1,235,000</b>	<b>55,828</b>	<b>4.7%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,740,523</b>	<b>1,826,768</b>	<b>1,812,965</b>	<b>1,818,793</b>	<b>1,687,614</b>	<b>(125,351)</b>	<b>-6.9%</b>
Personnel Services	487,050	618,129	739,270	741,270	740,755	1,485	0.2%
Materials & Services	480,505	488,917	633,553	532,912	639,187	5,634	0.9%
Cost Allocation Charges	65,853	85,929	91,997	91,997	102,424	10,427	11.3%
<b>Operating Expenditure</b>	<b>1,033,408</b>	<b>1,192,975</b>	<b>1,464,820</b>	<b>1,366,179</b>	<b>1,482,366</b>	<b>17,546</b>	<b>1.2%</b>
Contingency	-	-	348,145	-	205,248	(142,897)	-41.0%
<b>Total Exp - Including Special Categories</b>	<b>1,033,408</b>	<b>1,192,975</b>	<b>1,812,965</b>	<b>1,366,179</b>	<b>1,687,614</b>	<b>(125,351)</b>	<b>-6.9%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	4.50	(0.50)	-10.0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	5.00	-	5.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-	-	-	-	-	-

### Significant Issues and Changes

In 2016, representatives from Clackamas County traveled to China to better understand opportunities for trade partnerships. This resulted in the establishment of a sister county relationship between Guanyun County, Jiangsu Province, PRC and Clackamas County. In 2017, Clackamas County hosted a delegation from China in addition to co-sponsoring the Oregon China Economic Forum for the second time. The *Economic Development Program* is currently in the process of finalizing an International Trade Strategy that will provide a guide to activities such as hosting delegations, participating in outbound trade missions and the diplomatic protocols of international relations. The *Economic Development Program* will be presenting an International Trade Strategy proposal to the Board in May 2019. If the proposal is approved, the *Economic Development Program* anticipates contracting with a part-time International Trade Manager in FY19-20 to coordinate and implement the approved strategy.

In FY 19-20, 0.5 FTE has been transferred from the *Economic Development Program* to the *Agriculture & Forest Economic Development Program* to better reflect the significant investment of staff time being made in cross laminated timber (CLT) projects and initiatives.



## Economic Development

## Economic Opportunity


### Purpose Statement

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

### Performance Narrative Statement

The Economic Opportunity Program proposes a budget of \$1,898,480, a continuation of the current funding level. These resources will provide funding to project sponsors to explore or introduce a project with the potential for positive impact on economic vitality in Clackamas County. Reaching these targets will help with the goal of enhancing high wage job and GDP growth in the County.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Amount of funding provided to project sponsors	\$557,454	\$309,276	\$500,000	\$170,390	\$753,000
Demand / Output	Number of projects identified as candidates for funding / Number of projects funded	6 identified / 5 funded	10 identified / 10 funded	7 identified / 7 funded	8 identified / 5 funded	10 identified / 10 funded

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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



## Economic Development

## Economic Opportunity

### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>1,310,558</b>	<b>1,569,067</b>	<b>1,036,753</b>	<b>1,772,916</b>	<b>1,638,480</b>	<b>601,727</b>	<b>58.0%</b>
State Grants & Revenues	647,689	627,862	346,000	452,000	230,000	(116,000)	-33.5%
Local Grants & Revenues	217,500	30,000	-	-	-	-	0%
Other Revenues	20,035	30,258	19,000	32,000	30,000	11,000	57.9%
Interfund Transfers	30,000	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>915,224</b>	<b>688,120</b>	<b>365,000</b>	<b>484,000</b>	<b>260,000</b>	<b>(105,000)</b>	<b>-28.8%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,225,782</b>	<b>2,257,187</b>	<b>1,401,753</b>	<b>2,256,916</b>	<b>1,898,480</b>	<b>496,727</b>	<b>35.4%</b>
Personnel Services	12,956	38,645	55,539	55,539	5,026	(50,513)	-91.0%
Materials & Services	555,758	172,912	944,057	255,740	895,474	(48,583)	-5.1%
Cost Allocation Charges	-	4,715	4,157	4,157	2,636	(1,521)	-36.6%
<b>Operating Expenditure</b>	<b>568,714</b>	<b>216,272</b>	<b>1,003,753</b>	<b>315,436</b>	<b>903,136</b>	<b>(100,617)</b>	<b>-10.0%</b>
Special Payments	25,000	205,000	335,000	240,000	932,344	597,344	178.3%
Interfund Transfers	63,000	63,000	63,000	63,000	63,000	-	0%
<b>Total Exp - Including Special Categories</b>	<b>656,714</b>	<b>484,272</b>	<b>1,401,753</b>	<b>618,436</b>	<b>1,898,480</b>	<b>496,727</b>	<b>35.4%</b>
<b>General Fund Support (if applicable)</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

### Significant Issues and Changes

The *Economic Opportunity Program* currently provides \$25,000 annually from lottery funds to the Clackamas County Business Alliance (CCBA) for membership and grant support. In addition, in March 2018, the County and CCBA signed a two-year Agreement providing an additional \$150,000 from lottery funds to the CCBA over three fiscal years, with a final \$56,250 disbursement in FY 19-20. The main goal of the agreement is to strengthen the CCBA by uniting the county, cities within the county, and county-based businesses in a professional and focused collective that will lead to greater positive outcomes to increase county-wide economic prosperity and that provide a business perspective to the Board of County Commissioners.

In FY 16-17, BCS added a limited term, part-time, two-year Heritage Project Manager Position to evaluate how best to ensure effective stewardship of locally-owned museum collections and archives, preserve local historic and cultural resources, and ensure a sustainable network of financially secure local heritage organizations and institutions. In May 2019, BCS will be presenting final recommendations to the Board, including a recommendation that if the project is to continue, it should be administered/funded by another County department or an external organization. BCS has neither the capacity nor resources to coordinate and fund the project going forward.



## Economic Development

### Agriculture & Forest Economic Development

#### Purpose Statement

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

#### Performance Narrative Statement

The Agriculture and Forest Economic Development Program proposes a budget of \$507,749, a continuation of the current funding level. These resources will provide support for legislation that will enable sustainable timber harvests from Oregon and California (O&C) Lands in Clackamas County and also provide County support to the agriculture industry. Reaching these targets will help maintain and enhance the economic viability of the agriculture and forest industries in Clackamas County and the region.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
Result	By 2020 legislation passed enabling sustainable timber harvests from Oregon & California (O&C) Lands in Clackamas County	N/A	N/A	N/A	N/A	N/A
Result	Actions taken by the Board that increase harvested timber on non-county public forest land	N/A	5 Presentations / 3 Actions	5 Actions	2 Presentations / 2 Actions	5 Actions

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 *Agriculture and Forest Economic Development Program* is a **mandated service** under ORS 461.512 which prescribes for the management of lottery dollars received by counties and also stipulates the required reporting on the use of those lottery dollars. Per the ORS, Oregon State Lottery Funds are distributed to the counties into a dedicated fund which is set aside for purposes that further economic development.

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

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



## Economic Development

### Agriculture & Forest Economic Development

#### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>257,349</b>	<b>87,971</b>	<b>95,917</b>	<b>95,918</b>	<b>107,749</b>	<b>11,832</b>	<b>12.3%</b>
Prior Year Revenue	3,380	-	-	-	-	-	0%
Federal Grants & Revenues	822	-	20,000	-	100,000	80,000	400.0%
State Grants & Revenues	300,681	240,000	264,000	264,000	300,000	36,000	13.6%
<b>Operating Revenue</b>	<b>304,883</b>	<b>240,000</b>	<b>284,000</b>	<b>264,000</b>	<b>400,000</b>	<b>116,000</b>	<b>40.8%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>562,232</b>	<b>327,971</b>	<b>379,917</b>	<b>359,918</b>	<b>507,749</b>	<b>127,832</b>	<b>33.6%</b>
Personnel Services	168,231	138,031	115,636	115,602	194,700	79,064	68.4%
Materials & Services	293,475	76,743	145,126	121,576	223,604	78,478	54.1%
Cost Allocation Charges	12,555	17,280	14,991	14,991	15,329	338	2.3%
<b>Operating Expenditure</b>	<b>474,261</b>	<b>232,054</b>	<b>275,753</b>	<b>252,169</b>	<b>433,633</b>	<b>157,880</b>	<b>57.3%</b>
Contingency	-	-	104,164	-	74,116	(30,048)	-28.8%
<b>Total Exp - Including Special Categories</b>	<b>474,261</b>	<b>232,054</b>	<b>379,917</b>	<b>252,169</b>	<b>507,749</b>	<b>127,832</b>	<b>33.6%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	1.40	1.40	0.70	0.70	1.20	0.50	71.4%
Full Time Equiv Pos (FTE) Filled at Yr End	1.40	0.40	-	0.70	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	-

#### Significant Issues and Changes

Cross Laminated Timber (CLT) has been targeted by the BCC as a strategic priority for Clackamas County. The *Agriculture & Forest Economic Development Program* is taking a lead role in identifying CLT supply chain opportunities and carrying out strategic initiatives around supply, building codes and investment. In FY 19-20, 0.5 FTE has been transferred from the *Economic Development Program* to the *Agriculture & Forest Economic Development Program* to better reflect the significant investment of staff time being made in CLT-related projects and initiatives.

The *Agriculture & Forest Economic Development Program* has applied for grant funding from the United States Forest Service's Wood Innovations Grant Program to help fund work with the University of Oregon School of Architecture's Fall Design Studio. The Studio will produce five conceptual designs for the contemplated Clackamas County Courthouse, all of which will utilize CLT.



## Economic Development

### Land Bank Authority


#### Purpose Statement

The purpose of the Land Bank Authority program is to provide support to the Clackamas County Land Bank Authority for the remediation, redevelopment, and revitalization of brownfield properties throughout Clackamas County so that these sites can serve as employment lands to meet the needs of expanding or relocating businesses, sites for new affordable housing developments, or new community parks or open spaces.

#### Performance Narrative Statement

The Land Bank Authority Program proposes an initial budget of \$400,000. 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.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	New program. Performance measures under development.	N/A	N/A	N/A	N/A	N/A

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

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

The *Land Bank Authority Program* expects to apply for/receive **grant funding** from several sources, including Metro and the State of Oregon via the Business Oregon Strategic Reserve Fund (SRF). Projects considered for SRF funding are typically put through an extensive internal vetting process, with projects ultimately going to the Governor's desk for final approval. BCS has already applied for SRF funding, and expects a final funding decision from the Governor's Office in the near future.



## Economic Development

### Land Bank Authority

#### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	200,000	200,000	0%
Other Revenues	-	-	-	-	100,000	100,000	0%
Interfund Transfers	-	-	-	-	100,000	100,000	0%
<b>Operating Revenue</b>	-	-	-	-	<b>400,000</b>	<b>400,000</b>	<b>0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	-	-	<b>400,000</b>	<b>400,000</b>	<b>0%</b>
Personnel Services	-	-	-	-	229,020	229,020	0%
Materials & Services	-	-	-	-	133,754	133,754	0%
<b>Operating Expenditure</b>	-	-	-	-	<b>362,774</b>	<b>362,774</b>	<b>0%</b>
Contingency	-	-	-	-	37,226	37,226	0%
<b>Total Exp - Including Special Categories</b>	-	-	-	-	<b>400,000</b>	<b>400,000</b>	<b>0.0%</b>
<b>General Fund Support (if applicable)</b>	-	-	-	-	-	-	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	1.50	1.50	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

#### Significant Issues and Changes

In 2015, the State legislature passed HB 2734 allowing for the formation of land bank authorities in the State of Oregon. In a Policy Session in February 2018, the BCC approved the concept of a Clackamas County Land Bank Authority (CCLBA) and approved the Economic Development Program to pursue a grant from Business Oregon's Brownfield Fund with the purpose of developing a business plan for a CCLBA. The CCLBA's primary role would be to acquire, remediate and position brownfield properties for future development and to increase the supply of employment lands and/or affordable housing within the County. The Business Plan was completed, and in April 2019, the Economic Development Program presented a proposal for the CCLBA to the Board. The proposal was approved by the Board and, contingent on securing funding, it is anticipated the CCLBA will be established and operational in FY 19-20.



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**CLACKAMAS**  
C O U N T Y



## Line of Business Purpose Statement

The purpose of the Library Line of Business is to provide informational, recreational, community, cultural and support services to libraries in Clackamas County and their customers so they can freely access diverse materials and services to achieve their unique goals.

### Business and Community Services

Laura Zentner - Director  
Greg Williams - Deputy Director

FTE 43.50

Total Request \$32,628,200

General Fund Support \$2,808,157

#### Library

Laura Zentner  
Director

Greg Williams  
Deputy Director

Total Request  
\$9,891,583

Gen Fund \$ 2,597,275

#### Library Systems

Kathryn Kohl  
Manager

FTE 5.50

Total Request  
\$4,242,159

Gen Fund \$ 1,376,503

#### Shared Library Services

Kathryn Kohl  
Manager

FTE 6.50

Total Request  
\$2,647,796

Gen Fund \$ 1,220,772

#### Oak Lodge Library

Mitzi Olson  
Manager

FTE 5.25

Total Request  
\$2,023,079

Gen Fund \$ -

#### Gladstone Library

Mitzi Olson  
Manager

FTE 4.75

Total Request  
\$978,549

Gen Fund \$ -



# Library

## Library Systems




### Purpose Statement

The purpose of the Library Systems Program is to provide hardware, software, cataloging and support services to customer libraries so they can efficiently and effectively provide library collections and services to their patrons.

### Performance Narrative Statement

The Library Systems Program proposes a budget of \$4,242,159, a continuation of the current funding level. These resources will provide an online library system that is operational 99% of the time. In addition, these resources will provide a response within two business days on an estimated 600 technical support requests from the customer libraries 99% of the time. Reaching these targets will allow customer libraries to efficiently and effectively provide library collections and services to their patrons.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Percentage of technology support request responses provided within two business days	99%	99%	99%	99%	99%
Demand / Output	Number of technical support requests received / Number of technical support request responses within two business days	555 requests / 552 responses	588 requests / 582 responses	700 requests / 693 responses	254 requests / 253 responses	600 requests / 594 responses
 Result	Percentage of time the Integrated Library System (ILS) is operational	100%	99%	99%	99%	99%
 Result	Percentage of materials sent to Library Systems for cataloging processed within established timeframes	89%	82%	90%	94%	90%

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



## Library

### Library Systems

#### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>6,478,302</b>	<b>4,102,696</b>	<b>3,412,897</b>	<b>3,412,897</b>	<b>2,834,656</b>	<b>(578,241)</b>	<b>-16.9%</b>
Other Revenues	45,715	37,506	15,000	35,000	31,000	<b>16,000</b>	<b>106.7%</b>
Interfund Transfers	1,235,720	1,346,182	815,430	815,430	1,376,503	<b>561,073</b>	<b>68.8%</b>
<b>Operating Revenue</b>	<b>1,281,435</b>	<b>1,383,688</b>	<b>830,430</b>	<b>850,430</b>	<b>1,407,503</b>	<b>577,073</b>	<b>69.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>7,759,737</b>	<b>5,486,384</b>	<b>4,243,327</b>	<b>4,263,327</b>	<b>4,242,159</b>	<b>(1,168)</b>	<b>0.0%</b>
Personnel Services	637,689	633,792	775,754	757,709	840,808	<b>65,054</b>	<b>8.4%</b>
Materials & Services	318,303	382,228	600,261	537,782	528,850	<b>(71,411)</b>	<b>-11.9%</b>
Cost Allocation Charges	42,263	57,467	42,892	42,892	54,665	<b>11,773</b>	<b>27.4%</b>
Capital Outlay	658,787	-	90,288	90,288	45,000	<b>(45,288)</b>	<b>-50.2%</b>
<b>Operating Expenditure</b>	<b>1,657,042</b>	<b>1,073,487</b>	<b>1,509,195</b>	<b>1,428,671</b>	<b>1,469,323</b>	<b>5,416</b>	<b>-2.6%</b>
Special Payments	2,000,000	1,000,000	2,100,000	-	2,100,000	-	<b>0%</b>
Reserve for Future Expenditures	-	-	634,132	-	672,836	<b>38,704</b>	<b>6.1%</b>
<b>Total Exp - Including Special Categories</b>	<b>3,657,042</b>	<b>2,073,487</b>	<b>4,243,327</b>	<b>1,428,671</b>	<b>4,242,159</b>	<b>44,120</b>	<b>0.0%</b>
<b>General Fund Support (if applicable)</b>	<b>1,235,720</b>	<b>1,346,182</b>	<b>815,430</b>	<b>815,430</b>	<b>1,376,503</b>	<b>561,073</b>	<b>68.8%</b>
Full Time Equiv Pos (FTE) Budgeted	5.50	5.50	5.50	5.50	5.50	-	<b>0%</b>
Full Time Equiv Pos (FTE) Filled at Yr End	5.50	4.50	-	5.50	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	

#### Significant Issues and Changes

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

Business and Community Services, at the direction of the Board and in close consultation with the Library District Advisory Committee (LDAC), has been supporting the formation and work of a multi-jurisdictional Task Force to evaluate and make recommendations related to Library District services, funding, and administration. It is anticipated that Task Force will begin its work late in FY18-19 or early in FY 19-20.



# Library

## Shared Library Services


### Purpose Statement

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

### Performance Narrative Statement

The Shared Library Services Program proposes a budget of \$2,647,796, a continuation of the current funding level. These resources will deliver approximately 2,000,000 items via courier pick-ups and deliveries within established timeframes 95% of the time. Reaching these targets will allow customer libraries to share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Percentage of scheduled courier stops (pick-ups and deliveries) made within the established timeframes	96%	99%	95%	99%	95%
Demand / Output	Number of courier items to be picked-up and delivered / Number of items picked-up and delivered within the established timeframes	1,989,003 requested / 1,907,694 picked up and delivered	1,984,896 requested / 1,967,153 picked up and delivered	2,000,000 requested / 1,900,000 picked up and delivered	998,911 requested / 998,470 picked up and delivered	2,000,000 requested / 1,900,000 picked up and delivered

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



Shared Library Services

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>192,561</b>	<b>486,833</b>	<b>414,011</b>	<b>414,011</b>	<b>877,024</b>	<b>463,013</b>	<b>111.8%</b>
Federal Grants & Revenues	3,881	14,643	-	-	-	-	0%
Other Revenues	1,547,053	400,567	480,000	512,025	550,000	70,000	14.6%
Interfund Transfers	994,651	905,564	1,605,381	1,605,381	1,220,772	(384,609)	-24.0%
<b>Operating Revenue</b>	<b>2,545,585</b>	<b>1,320,774</b>	<b>2,085,381</b>	<b>2,117,406</b>	<b>1,770,772</b>	<b>(314,609)</b>	<b>-15.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,738,146</b>	<b>1,807,607</b>	<b>2,499,392</b>	<b>2,531,417</b>	<b>2,647,796</b>	<b>148,404</b>	<b>5.9%</b>
Personnel Services	481,968	576,014	660,603	643,727	791,824	131,221	19.9%
Materials & Services	1,723,209	690,399	878,606	838,644	907,222	28,616	3.3%
Cost Allocation Charges	42,255	42,598	52,031	52,031	71,000	18,969	36.5%
Capital Outlay	-	69,943	82,966	82,966	-	(82,966)	-100.0%
<b>Operating Expenditure</b>	<b>2,247,432</b>	<b>1,378,954</b>	<b>1,674,206</b>	<b>1,617,368</b>	<b>1,770,046</b>	<b>178,806</b>	<b>5.7%</b>
Special Payments	3,881	14,643	-	37,025	-	-	0%
Reserve for Future Expenditures	-	-	825,186	-	877,750	52,564	6.4%
<b>Total Exp - Including Special Categories</b>	<b>2,251,313</b>	<b>1,393,597</b>	<b>2,499,392</b>	<b>1,654,393</b>	<b>2,647,796</b>	<b>231,370</b>	<b>5.9%</b>
<b>General Fund Support (if applicable)</b>	<b>994,651</b>	<b>905,564</b>	<b>1,605,381</b>	<b>1,605,381</b>	<b>1,220,772</b>	<b>-384,609</b>	<b>-24.0%</b>
Full Time Equiv Pos (FTE) Budgeted	3.50	5.50	6.50	6.50	6.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.50	5.50	-	4.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	2.00	-	-	-

Significant Issues and Changes

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



# Library

## Oak Lodge Library





### Purpose Statement

The purpose of the Oak Lodge Library Program is to 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.

### Performance Narrative Statement

The Oak Lodge Library Program proposes a budget of \$2,023,079, 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. Reaching these targets 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Percentage of items checked out versus items in collection (turnover rate)	77%	78%	75%	60%	78%
Demand / Output	Number of non-duplicated items checked out / Number of items in the collection	44,329 checked out / 57,746 in collection	46,786 checked out / 57,357 in collection	45,000 checked out / 60,000 in collection	34,410 checked out / 57,232 in collection	46,800 checked out / 60,000 in collection
 Result	Borrowers as a percentage of the resident population	37%	33%	37%	28%	38%
Demand / Output	Number of borrowers / Resident population	11,049 borrowers / 30,003 population	9,931 borrowers / 30,003 population	11,154 borrowers / 30,003 population	8,689 borrowers / 31,323 population	11,902 borrowers / 31,323 population
 Result	Year-over-year increase in attendance for programmed events	7%	25%	5%	-25%	3%
Demand / Output	Number of program attendees / Number of program attendees for prior year	3,333 FY 16/17 3,113 FY 15/16	4,156 FY 17/18 3,333 FY 16/17	4,364 FY 18/19 4,156 FY 17/18	1,798 FY 18/19 2,404 FY 17/18	3,296 FY 19/20 3,200 FY 18/19 (proj)
 Result	Percentage of OLA standards met, as required in IGA	N/A	67%	67%	67%	67%

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.



Oak Lodge Library

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>96,067</b>	<b>75,541</b>	<b>446,327</b>	<b>446,327</b>	<b>435,998</b>	<b>(10,329)</b>	<b>-2.3%</b>
State Grants & Revenues	5,513	5,765	5,765	5,713	5,713	(52)	-0.9%
Local Grants & Revenues	860,000	1,130,000	1,396,670	1,265,000	1,420,264	23,594	1.7%
Charges for Service	2,583	2,654	97,085	56,000	148,504	51,419	53.0%
Fines & Penalties	12,745	12,325	11,000	11,000	12,000	1,000	9.1%
Other Revenues	827	170,799	600	34,000	600	-	0%
<b>Operating Revenue</b>	<b>881,668</b>	<b>1,321,543</b>	<b>1,511,120</b>	<b>1,371,713</b>	<b>1,587,081</b>	<b>75,961</b>	<b>5.0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>977,735</b>	<b>1,397,084</b>	<b>1,957,447</b>	<b>1,818,040</b>	<b>2,023,079</b>	<b>65,632</b>	<b>3.4%</b>
Personnel Services	482,501	547,902	1,015,962	781,760	939,683	(76,279)	-7.5%
Materials & Services	319,170	287,109	526,524	423,724	476,304	(50,220)	-9.5%
Cost Allocation Charges	100,522	115,746	126,558	126,558	102,528	(24,030)	-19.0%
Capital Outlay	-	-	196,956	50,000	276,956	80,000	40.6%
<b>Operating Expenditure</b>	<b>902,193</b>	<b>950,757</b>	<b>1,866,000</b>	<b>1,382,042</b>	<b>1,795,471</b>	<b>(70,529)</b>	<b>-3.8%</b>
Contingency	-	-	91,447	-	227,608	136,161	148.9%
<b>Total Exp - Including Special Categories</b>	<b>902,193</b>	<b>950,757</b>	<b>1,957,447</b>	<b>1,382,042</b>	<b>2,023,079</b>	<b>65,632</b>	<b>3.4%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	6.00	6.00	5.25	(0.75)	-12.5%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	4.00	-	4.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00	-	2.00	-	-	-

**Significant Issues and Changes**

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

It is anticipated that in FY 19-20, the City of Gladstone will transfer operations of the Gladstone Library to the County. The *Oak Lodge Library Program* and the *Gladstone Library Program* will be operated under a "one library, two building" model, sharing staff and resources to realize operational efficiencies and achieve economies of scale.



# Library

## Gladstone Library





### Purpose Statement

The purpose of the Gladstone Library Program is to 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.

### Performance Narrative Statement

The new Gladstone Library Program proposes a budget of \$978,549 as its initial funding level. These resources will serve approximately 200,000 material checkouts and provide a collection of 45,000 items at the Gladstone Library. Reaching these targets 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Percentage of items checked out versus items in collection (turnover rate)	N/A	N/A	N/A	N/A	78%
Demand / Output	Number of non-duplicated items checked out / Number of items in the collection	N/A	N/A	N/A	N/A	35,100 checked out / 45,000 in collection
 Result	Borrowers as a percentage of the resident population	N/A	N/A	N/A	N/A	38%
Demand / Output	Number of borrowers / Resident population	N/A	N/A	N/A	N/A	7,925 borrowers / 20,856 population
 Result	Year-over-year increase in attendance for programmed events	N/A	N/A	N/A	N/A	3%
Demand / Output	Number of program attendees / Number of program attendees for prior year	N/A	N/A	N/A	N/A	3,090 FY 19/20 3,000 FY 18/19 (est)
 Result	Percentage of OLA standards met, as required in IGA	N/A	N/A	N/A	N/A	100%

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

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

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



## Library

### Gladstone Library

#### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	(51,421)	(51,421)	0%
State Grants & Revenues	-	-	-	-	2,944	2,944	0%
Local Grants & Revenues	-	-	-	-	811,826	811,826	0%
Charges for Service	-	-	-	-	1,000	1,000	0%
Fines & Penalties	-	-	-	-	9,000	9,000	0%
Other Revenues	-	-	-	63,832	205,200	205,200	0%
<b>Operating Revenue</b>	-	-	-	<b>63,832</b>	<b>1,029,970</b>	<b>1,029,970</b>	<b>0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	-	<b>63,832</b>	<b>978,549</b>	<b>978,549</b>	<b>0%</b>
Personnel Services	-	-	-	100,000	645,740	645,740	0%
Materials & Services	-	-	-	15,253	270,332	270,332	0%
<b>Operating Expenditure</b>	-	-	-	<b>115,253</b>	<b>916,072</b>	<b>916,072</b>	<b>0%</b>
Capital Outlay	-	-	-	-	25,000	25,000	0%
Contingency	-	-	-	-	37,477	37,477	0%
<b>Total Exp - Including Special Categories</b>	-	-	-	<b>115,253</b>	<b>978,549</b>	<b>978,549</b>	<b>0%</b>
<b>General Fund Support (if applicable)</b>	-	-	-	-	-	-	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	4.75	4.75	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

#### Significant Issues and Changes

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

It is anticipated that in FY 19-20, the City of Gladstone will transfer operations of the Gladstone Library to the County. The *Oak Lodge Library Program* and the *Gladstone Library Program* will be operated under a "one library, two building" model, sharing staff and resources to realize operational efficiencies and achieve economies of scale. The County will receive the City of Gladstone's annual Library District distribution, and the City will contribute an additional \$200,000 per year from the City's General Fund.



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## Parks, Golf & Recreation

### Line of Business Purpose Statement

The purpose of the Parks, Golf and Recreation Line of Business is to provide parks, recreation, facilities, and services to residents and visitors so they have access to the health and wellness benefits of exercise, organized activities, and time outdoors, and the economic and community vitality benefits of living in an area with such offerings nearby.

### Business and Community Services

Laura Zentner - Director  
Greg Williams - Deputy Director

FTE 43.50

Total Request \$32,628,200

General Fund Support \$2,808,157

#### Parks, Golf & Recreation

Laura Zentner  
Director

Greg Williams  
Deputy Director

Total Request  
\$6,858,316

Gen Fund \$ 210,882

#### Stone Creek Golf Club

Gordon Tolbert  
Manager

FTE 0.00

Total Request  
\$3,607,059

Gen Fund \$ -

#### County Parks

Rick Gruen  
Manager

FTE 5.64

Total Request  
\$3,251,257

Gen Fund \$ 210,882



## Parks, Golf & Recreation

### 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 while providing a supplemental source of funding for County Parks.

#### Performance Narrative Statement

The Stone Creek Golf Club Program proposes a budget of \$3,607,059, 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". The resources will also provide a transfer of funds of \$200,000 to the County Parks Program to support operations. 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Percentage of available tee times being filled during "playable golf days"	66%	63%	73%	58%	73%
Demand / Output	Number of golf rounds available / Number of tee times filled	74,503 rounds available / 49,251 tee times filled	79,000 rounds available / 49,808 tee times filled	74,000 rounds available / 54,000 tee times filled	46,603 rounds available / 27,218 tee times filled	75,000 rounds available / 55,000 tee times filled
 Result	Revenues as a percentage of expenditures (cost recovery)	113%	120%	121%	142%	122%
 Result	Golf Club net proceeds contributed to County Parks division to fund ongoing operations	N/A	\$250,000	\$324,500	\$0	\$200,000

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

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



## Parks, Golf & Recreation

### Stone Creek Golf Club

#### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>888,449</b>	<b>775,819</b>	<b>861,314</b>	<b>861,352</b>	<b>750,059</b>	<b>(111,255)</b>	<b>-12.9%</b>
						<b>-</b>	<b>0%</b>
Charges for Service	2,528,583	2,668,427	2,850,521	2,750,000	2,850,000	<b>(521)</b>	<b>0.0%</b>
Other Revenues	6,848	7,703	4,500	8,500	7,000	<b>2,500</b>	<b>55.6%</b>
<b>Operating Revenue</b>	<b>2,535,431</b>	<b>2,676,130</b>	<b>2,855,021</b>	<b>2,758,500</b>	<b>2,857,000</b>	<b>1,979</b>	<b>0.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>3,423,880</b>	<b>3,451,949</b>	<b>3,716,335</b>	<b>3,619,852</b>	<b>3,607,059</b>	<b>(109,276)</b>	<b>-2.9%</b>
Materials & Services	2,178,982	2,277,074	2,381,111	2,386,111	2,486,457	<b>105,346</b>	<b>4.4%</b>
Cost Allocation Charges	6,155	7,107	8,598	8,598	11,499	<b>2,901</b>	<b>33.7%</b>
Capital Outlay	162,924	56,415	179,800	175,084	288,000	<b>108,200</b>	<b>60.2%</b>
<b>Operating Expenditure</b>	<b>2,348,061</b>	<b>2,340,596</b>	<b>2,569,509</b>	<b>2,569,793</b>	<b>2,785,956</b>	<b>216,447</b>	<b>8.4%</b>
Special Payments	-	-	5,000	-	5,000	<b>-</b>	<b>0%</b>
Interfund Transfers	300,000	250,000	324,500	300,000	200,000	<b>(124,500)</b>	<b>-38.4%</b>
Reserve for Future Expenditures	-	-	530,561	-	366,065	<b>(164,496)</b>	<b>-31.0%</b>
Contingency	-	-	286,765	-	250,038	<b>(36,727)</b>	<b>-12.8%</b>
<b>Total Exp - Including Special Categories</b>	<b>2,648,061</b>	<b>2,590,596</b>	<b>3,716,335</b>	<b>2,869,793</b>	<b>3,607,059</b>	<b>(109,276)</b>	<b>-2.9%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

#### Significant Issues and Changes

BCS has been working with Total Golf Management Services, LLC (TGM) to set up a capital asset repair and replacement schedule. The goal is to determine the funds that need to be set aside annually to pay for the future repair and replacement of the *Stone Creek Golf Club Program's* capital assets.

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

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



# Parks, Golf & Recreation

## 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 \$3,251,257, a continuation of the current funding level. These resources will provide over 11,000 campsite reservations during "Peak" days at 210 campsites and a projected 90% occupancy rate in County Parks. During "Off-Peak" days these resources will provide approximately 15,000 campsite reservations at 210 campsites and a projected 50% occupancy rate in County Parks. Reaching these targets will provide residents and visitors with clean, safe and healthy recreation opportunities in Clackamas County.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Peak <sup>1</sup> rate of occupancy in campsites	N/A	68%	92%	66%	90%
Demand / Output	Number of peak campsite reservations filled / Number of peak campsite reservations available	N/A	9,610 filled / 14,134 available	13,003 filled / 14,134 available	5,960 filled / 9,099 available	11,048 filled / 12,276 available
 Result	Off-Peak <sup>2</sup> rate of occupancy in campsites	N/A	32%	50%	38%	50%
Demand / Output	Number of off-peak campsite reservations filled / Number of off-peak campsite reservations available	N/A	6,058 filled / 19,056 available	9,528 filled / 19,056 available	4,465 filled / 11,852 available	15,277 filled / 30,555 available
 Result	Percentage of visitors who score their park experience as clean or very clean, and safe or very safe	N/A <sup>3</sup>	95%	95%	N/A <sup>4</sup>	95%

<sup>1</sup> Prior to FY 19-20, 'peak' was defined as Fri/Sat/Sun. Starting with FY 19-20, peak is defined as Fri/Sat.

<sup>2</sup> Prior to FY 19-20, 'off-peak' was defined as Mon-Thu. Starting with FY 19-20, 'off-peak' is defined as Sun-Thu.

<sup>3</sup> Survey not conducted in FY 16/17.

<sup>4</sup> FY 18-19 survey conducted in Nov. 2018. Results will be available in Q3.

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

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

The *County Parks Program* has budgeted to receive **grant funding** from the Oregon Parks and Recreation Department grant program for the Metzler Campground restroom project. In addition, the *County Parks Program* anticipates receiving a grant from Tourism (as well as additional financial support from DTD) for the Barton Park Master Plan. Finally, the *County Parks Program* will seek a grant from Oregon State Marine Board to fund paving and repairs of the boat ramp and parking lot at Carver Park. Any matching funds required will be provided via an interfund transfer from the *Forest and Timber Management Program* where dollars have been set aside for capital asset repair and replacement in the *County Parks Program*.



## Parks, Golf & Recreation

### County Parks

#### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>458,347</b>	<b>1,190,313</b>	<b>1,300,464</b>	<b>1,300,464</b>	<b>703,922</b>	<b>-596,542</b>	<b>-45.9%</b>
Federal Grants & Revenues	4,178	1,350	1,350	1,350	1,350	-	0%
State Grants & Revenues	1,022,803	719,888	1,026,500	673,946	816,000	(210,500)	-20.5%
Charges for Service	876,616	981,154	871,811	868,851	1,009,256	137,445	15.8%
Other Revenues	103,212	61,780	29,415	28,871	29,000	-415	-1.4%
Interfund Transfers	1,174,207	775,259	832,622	660,054	691,729	-140,893	-16.9%
<b>Operating Revenue</b>	<b>3,181,016</b>	<b>2,539,431</b>	<b>2,761,698</b>	<b>2,233,072</b>	<b>2,547,335</b>	<b>-214,363</b>	<b>-7.8%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>3,639,363</b>	<b>3,729,744</b>	<b>4,062,162</b>	<b>3,533,536</b>	<b>3,251,257</b>	<b>-810,905</b>	<b>-20.0%</b>
Personnel Services	980,997	982,442	1,148,164	1,146,017	1,308,102	159,938	13.9%
Materials & Services	574,115	612,273	746,185	656,330	631,291	-114,894	-15.4%
Cost Allocation Charges	198,427	202,566	228,979	228,979	244,594	15,615	6.8%
Capital Outlay	695,511	631,999	1,365,500	798,288	831,300	-534,200	-39.1%
<b>Operating Expenditure</b>	<b>2,449,050</b>	<b>2,429,280</b>	<b>3,488,828</b>	<b>2,829,614</b>	<b>3,015,287</b>	<b>-473,541</b>	<b>-13.6%</b>
Special Payments	-	-	-	-	50,000	50,000	0%
Reserve for Future Expenditures	-	-	261,001	-	-	-261,001	-100.0%
Contingency	-	-	312,333	-	185,970	-126,363	-40.5%
<b>Total Exp - Including Special Categories</b>	<b>2,449,050</b>	<b>2,429,280</b>	<b>4,062,162</b>	<b>2,829,614</b>	<b>3,251,257</b>	<b>-810,905</b>	<b>-20.0%</b>
<b>General Fund Support (if applicable)</b>	<b>204,207</b>	<b>205,259</b>	<b>208,122</b>	<b>208,122</b>	<b>210,882</b>	<b>2,760</b>	<b>1.3%</b>
Full Time Equiv Pos (FTE) Budgeted	5.64	5.64	5.64	5.64	5.64	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.64	5.64	-	5.64	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

#### Significant Issues and Changes

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

In FY 19-20, the County Parks Program anticipates completing a Master Plan for 27 acres of undeveloped land within Barton Park. Demands for camping and day use at Barton are reaching capacity maximums. It is anticipated the Master Plan will examine options for managing the high demand that currently exists from the completion of the Springwater Corridor and Cazadero regional trail segments, as well as options (including shuttle service) for addressing congestion and traffic issues caused by the popularity of the Barton-Carver float.



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## Assets

### Line of Business Purpose Statement

The purpose of the Assets Line of Business is to provide property disposition, forest and timberland, and park and recreation facility planning and development services to residents, appointed and elected officials and staff so they can make informed decisions to sustainably fund, plan, and build park facilities and acquire or dispose of surplus properties.

### Business and Community Services

Laura Zentner - Director

Greg Williams - Deputy Director

FTE 43.50

Total Request \$32,628,200

General Fund Support \$2,808,157

#### Assets

Laura Zentner  
Director

Greg Williams  
Deputy Director

Total Request  
\$7,499,860

Gen Fund \$ -

#### Forest & Timber Management

Rick Gruen  
Manager

FTE 3.26  
Total Request  
\$4,260,901

Gen Fund \$ -

#### Property Disposition

Rick Gruen  
Manager

FTE 1.40  
Total Request  
\$2,761,998

Gen Fund \$ -

#### Tax Title Land

Rick Gruen  
Manager

FTE 0.00  
Total Request  
\$476,961

Gen Fund \$ -



## Assets

### Forest & Timber Management




#### Purpose Statement

The purpose of the Forest and Timber Management Program is to provide County timberland asset management in order to provide revenue to the County Parks Program and information to the Agriculture and Forest Economic Development Program so they can sustainably fund County Park operations and use the knowledge gained to enhance park and forest health now and for future generations.

#### Performance Narrative

The Forest and Timber Management Program proposes a budget of \$4,260,901, a continuation of the current funding level. These resources will provide County Parks with a projected \$280,847 in support for capital projects and operations. These resources will also provide removal of 20 tons of debris from 50 dumpsites. Reaching these targets will provide revenue to the County Parks Program and enhance park and forest health now and for future generations.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Percentage of reported dumpsites cleaned via Dump Stoppers program	100%	86%	100%	100%	100%
Demand / Output	Number of dumpsites reported Number of dumpsites cleaned	52 reported / 52 cleaned	56 reported / 48 cleaned	50 reported / 50 cleaned	28 reported / 28 cleaned	50 reported / 50 cleaned
 Result	Percentage change in timber growth as measured by Current Volume / Baseline Volume	N/A	N/A	10%	10%	10%
Demand / Output	Baseline Volume as measured from 2017 inventory / Current Volume as measured from 2017 inventory	N/A	N/A	30 million board feet / 33 million board feet	30 million board feet / 33 million board feet	33 million board feet / 36.3 million board feet
Output	Timber harvested - measured per Million Board Feet <i>Note: A board foot is a unit of volume for timber and is one foot long, one foot wide, and one inch thickness.</i>	0 million board feet	0 million board feet	5 million board feet	0 million board feet	2.5 million board feet
 Result	Number of logging and mill jobs supported from timber harvests on County owned timberlands	N/A	N/A	75 <sup>1</sup>	0	30 <sup>2</sup>

<sup>1</sup> For FY 18-19, estimated # of jobs supported per MBF of timber harvested is 15.

<sup>2</sup> For FY 19-20, estimated # of jobs supported per MBF of timber harvested is 12. This updated figure is more consistent with industry-standard estimates.

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 *Forest and Timber Management 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 *Forest and Timber Management Program* receives **grant funding** from the United States Forest Service and Bureau of Land Management for the Dump Stoppers program to remove 20 tons of debris from approximately 50 dumpsites on an annual basis. The grants all require a match which is funded from the proceeds of timber sales.



## Assets

### Forest & Timber Management

#### Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>4,731,369</b>	<b>2,643,751</b>	<b>3,341,393</b>	<b>3,341,392</b>	<b>3,134,335</b>	<b>(207,058)</b>	<b>-6.2%</b>
Prior Year Revenue	-	821	-	-	-	-	0%
Federal Grants & Revenues	74,156	80,290	50,000	70,608	102,176	52,176	104.4%
Charges for Service	333	2,879	600	600	400	(200)	-33.3%
Fines & Penalties	422	524	400	400	350	(50)	0%
Other Revenues	39,192	1,889,346	5,757,175	1,215,519	948,640	(4,808,535)	-83.5%
Interfund Transfers	-	75,000	75,000	75,000	75,000	-	0%
<b>Operating Revenue</b>	<b>114,103</b>	<b>2,048,860</b>	<b>5,883,175</b>	<b>1,362,127</b>	<b>1,126,566</b>	<b>(4,756,609)</b>	<b>-80.9%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>4,845,472</b>	<b>4,692,611</b>	<b>9,224,568</b>	<b>4,703,519</b>	<b>4,260,901</b>	<b>(4,963,667)</b>	<b>-53.8%</b>
Personnel Services	405,047	458,570	515,932	432,752	558,585	42,653	8.3%
Materials & Services	241,980	249,785	712,884	864,700	573,216	(139,668)	-19.6%
Cost Allocation Charges	50,302	54,685	63,600	63,600	70,942	7,342	11.5%
Capital Outlay	834,391	268,177	5,639,547	56,200	776,712	(4,862,835)	-86.2%
<b>Operating Expenditure</b>	<b>1,531,720</b>	<b>1,031,217</b>	<b>6,931,963</b>	<b>1,417,252</b>	<b>1,979,455</b>	<b>(4,952,508)</b>	<b>-71.4%</b>
Special Payments	-	-	5,000	-	10	(4,990)	-99.8%
Interfund Transfers	670,000	320,000	300,000	151,932	280,847	(19,153)	-6.4%
Reserve for Future Expenditures	-	-	1,858,363	-	1,888,589	30,226	1.6%
Contingency	-	-	129,242	-	112,000	(17,242)	-13.3%
<b>Total Exp - Including Special Categories</b>	<b>2,201,720</b>	<b>1,351,217</b>	<b>9,224,568</b>	<b>1,569,184</b>	<b>4,260,901</b>	<b>(4,963,667)</b>	<b>-53.8%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	2.76	2.76	3.26	3.26	3.26	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.76	2.76	3.26	3.26	3.26	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

#### Significant Issues and Changes

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

The Dump Stoppers program has been in operation since 2003. Funding for the program has primarily come from the United States Forest Service and Bureau of Land Management Title II grants as part of the Secure Rural Schools payments to counties along with United States Forest Service Retained Receipts funding, which has helped transform the upper Clackamas, Molalla and Sandy watersheds for citizens to enjoy cleaner, healthier and safer forest recreation experiences. The Office of Sustainability program in the Department of Transportation and Development will be providing \$75,000 in matching funds to support the Dump Stoppers program.

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

The Board of County Commissioners on February 6, 2018 approved an expansion of the County Forest Strategic Acquisition Program which will allow for the purchase of up to 2,500 acres of additional forestland. This will result in increased revenue generation for the *County Parks Program* and meet climate change goals for carbon sequestration and carbon credit capture. The cost of acquisition to expand the timber program by 2,500 acres is estimated at \$4 million dollars with the qualifying criteria that the acquired timberlands will produce positive cash flow for bond/debt payment requirements and preservation of capital reserves. While the purchase of additional forestland remains a priority, BCS does not anticipate pursuing a purchase in FY 19-20 so that staff may focus on other, higher-priority projects and initiatives.



# Property Disposition


## Purpose Statement

The Purpose of the Property Disposition Program is to provide management and disposition of tax foreclosed properties and County-owned nonproductive timber land to Clackamas County, Municipalities, Special Districts, and the public so they can receive the value of the assets being repurposed for public benefit or sold to become a private, tax-producing asset.

## Performance Narrative Statement

The Property Disposition Program proposes a budget of \$2,761,998, a continuation of the current funding level. These resources will result in a reduction of 10% in tax foreclosed properties in the "Held for Resale" inventory. 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	(16%)	20%	(11%)	(2%)	(10%)
Demand / Output	Number of "Held for Resale" properties in inventory at the beginning of the period / Net change in number of "Held for Resale" properties	49 beginning inventory / -8 net change	41 beginning inventory / 8 net change	46 beginning inventory / -5 net change	49 beginning inventory / -1 net change	40 beginning inventory / -4 net change

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below  
 For help with shared services, see AOC Shared State-County Services page on intranet  
 If grant funding, include length of grant and any match requirement (w/funding source)

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

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



## Assets

## Property Disposition

## Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>1,436,659</b>	<b>1,695,542</b>	<b>1,784,092</b>	<b>1,784,092</b>	<b>2,375,037</b>	<b>590,945</b>	<b>33.1%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	509,788	488,000	556,001	1,238,848	386,961	(169,040)	-30.4%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>509,788</b>	<b>488,000</b>	<b>556,001</b>	<b>1,238,848</b>	<b>386,961</b>	<b>(169,040)</b>	<b>-30.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,946,447</b>	<b>2,183,542</b>	<b>2,340,093</b>	<b>3,022,940</b>	<b>2,761,998</b>	<b>421,905</b>	<b>18.0%</b>
Personnel Services	140,616	159,930	217,535	218,406	195,302	(22,233)	-10.2%
Materials & Services	91,602	201,288	409,168	215,368	161,761	(247,407)	-60.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	18,686	24,115	24,129	24,129	25,178	1,049	4.3%
Capital Outlay	-	14,118	90,000	90,000	360,000	270,000	300.0%
<b>Operating Expenditure</b>	<b>250,904</b>	<b>399,451</b>	<b>740,832</b>	<b>547,903</b>	<b>742,241</b>	<b>1,409</b>	<b>0.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	250,000	100,000	50,000	(200,000)	0%
Interfund Transfers	-	-	-	-	100,000	100,000	0%
Reserve for Future Expenditures	-	-	1,100,714	-	1,708,855	608,141	55.2%
Contingency	-	-	248,547	-	160,902	(87,645)	-35.3%
<b>Total Exp - Including Special Categories</b>	<b>250,904</b>	<b>399,451</b>	<b>2,340,093</b>	<b>647,903</b>	<b>2,761,998</b>	<b>421,905</b>	<b>18.0%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	1.20	1.20	1.40	1.40	1.40	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.20	1.20	1.40	1.40	1.40	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

## 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 management and disposition of tax foreclosed properties and County-owned nonproductive timberland to Clackamas County, Municipalities, Special Districts, and the public so they can receive the value of the assets being repurposed for public benefit or sold to become a private, tax-producing asset.

### Performance Narrative Statement

The Tax Title Land Program proposes a budget of \$476,961, 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 program 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	Actual as of (12/31/18)	FY 19-20 Target
 Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	(16%)	20%	(11%)	(2%)	(10%)
Demand / Output	Number of "Held for Resale" properties in inventory at the beginning of the period / Net change in number of "Held for Resale" properties	49 beginning inventory / -8 net change	41 beginning inventory / 8 net change	46 beginning inventory / -5 net change	49 beginning inventory / -1 net change	40 beginning inventory / -4 net change
Demand	Number of "Held" tax foreclosed properties in inventory	135	130	125	132	130

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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



Assets

Tax Title Land

Budget Summary

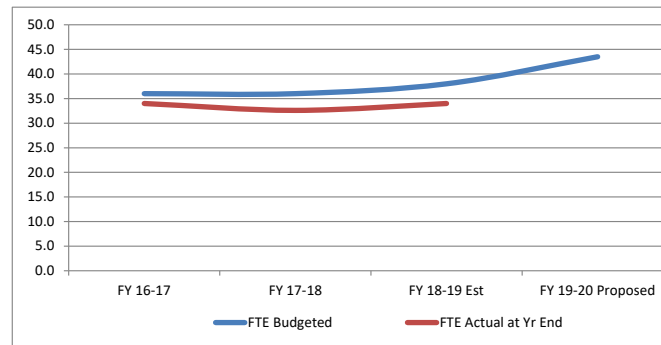
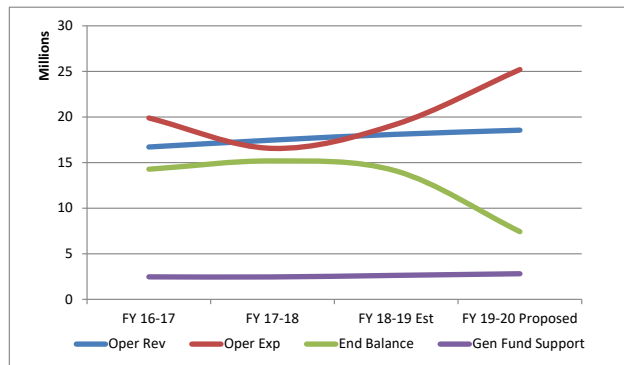
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>2,948</b>	<b>83,328</b>	<b>134,640</b>	<b>134,640</b>	<b>-</b>	<b>(134,640)</b>	<b>-100.0%</b>
Miscellaneous Revenue	10,659	16,955	9,400	15,000	15,000	5,600	59.6%
Other Financing Sources	592,010	694,459	611,961	1,238,445	461,961	(150,000)	-24.5%
<b>Operating Revenue</b>	<b>602,669</b>	<b>711,414</b>	<b>621,361</b>	<b>1,253,445</b>	<b>476,961</b>	<b>(144,400)</b>	<b>-23.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>605,617</b>	<b>794,742</b>	<b>756,001</b>	<b>1,388,085</b>	<b>476,961</b>	<b>(279,040)</b>	<b>-36.9%</b>
Materials & Services	509,788	488,000	556,001	1,238,848	386,961	(169,040)	-30.4%
<b>Operating Expenditure</b>	<b>509,788</b>	<b>488,000</b>	<b>556,001</b>	<b>1,238,848</b>	<b>386,961</b>	<b>(169,040)</b>	<b>-30.4%</b>
Special Payments	12,501	172,102	200,000	149,237	90,000	(110,000)	-55.0%
<b>Total Exp - Including Special Categories</b>	<b>522,289</b>	<b>660,102</b>	<b>756,001</b>	<b>1,388,085</b>	<b>476,961</b>	<b>(279,040)</b>	<b>-36.9%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

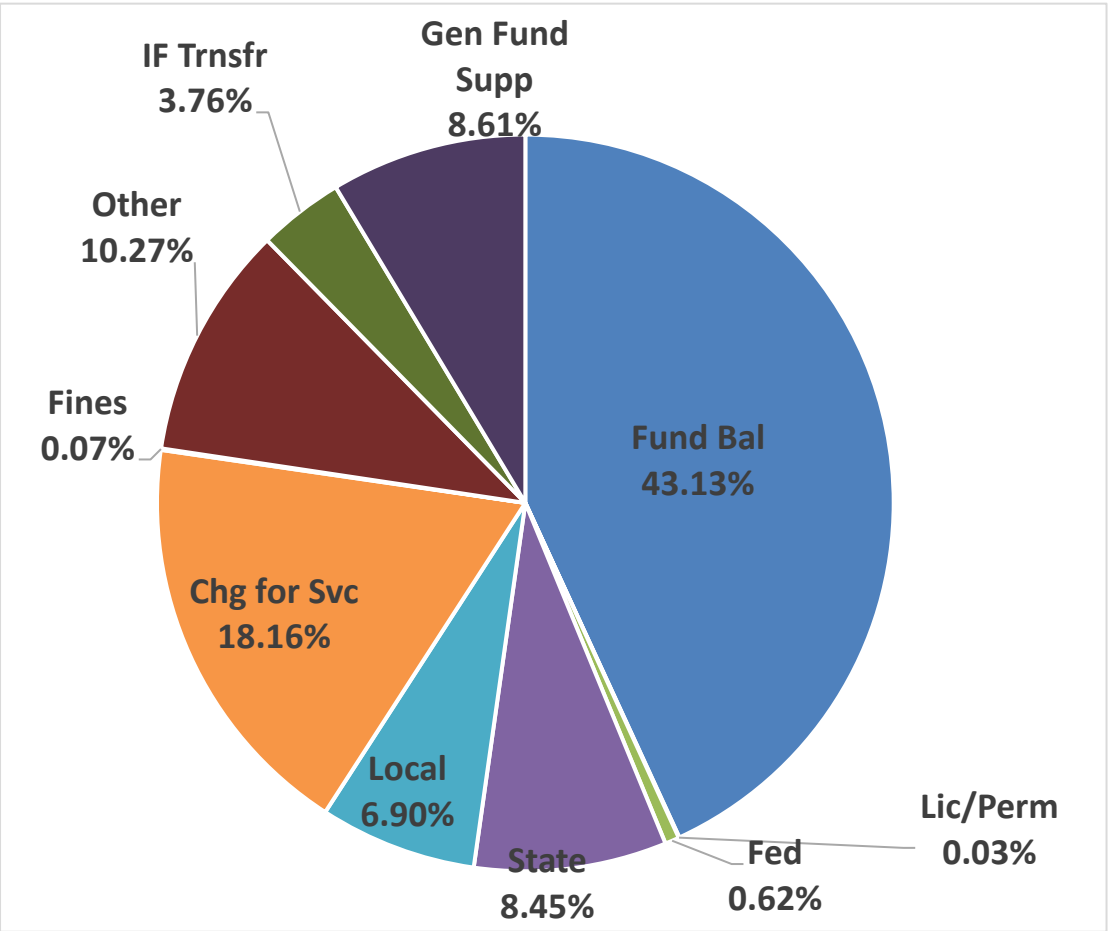
Per ORS Chapter 275, when net proceeds from surplus property sales and transfers exceed *Tax Title Land* program expenses (including reserve requirements and management and administration costs incurred by the *Property Disposition Program*), these excess funds are distributed to all taxing entities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

**Business & Community Services Combined Funds  
Summary of Revenue and Expense**

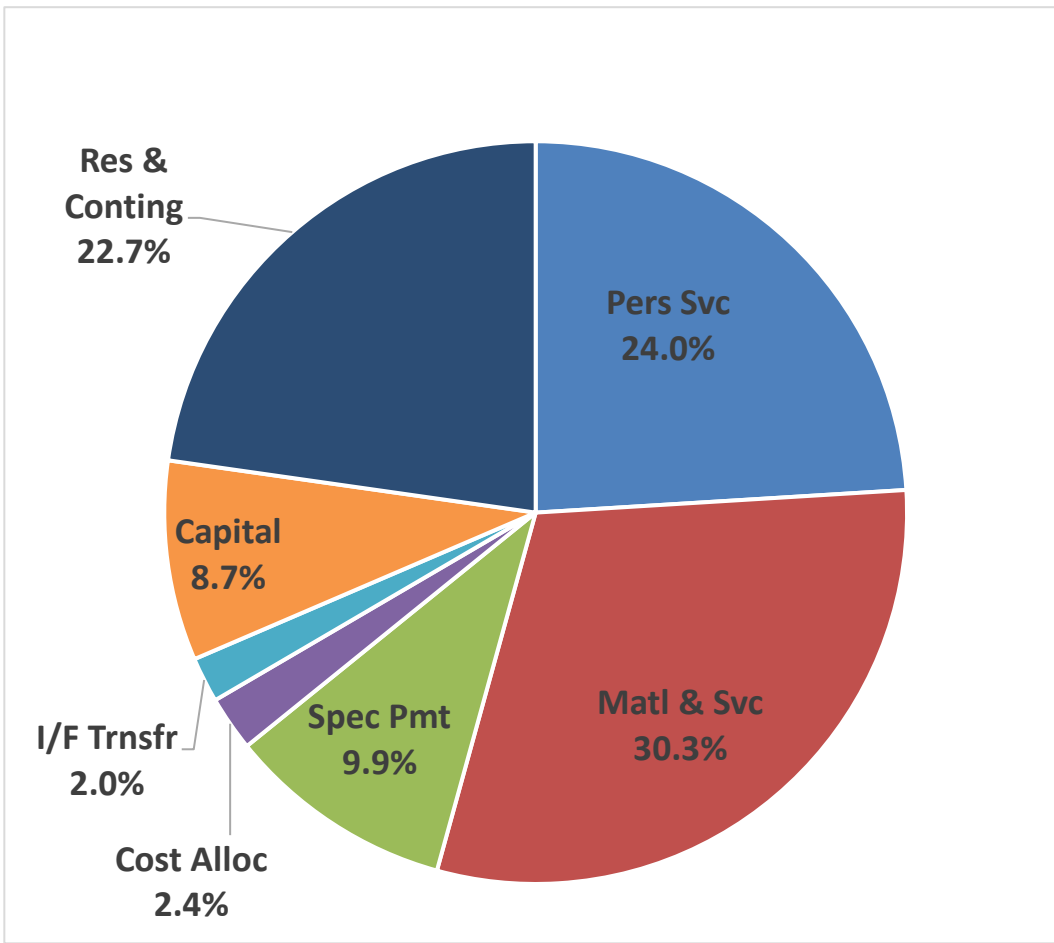
	FY 16-17	FY 17-18	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>17,455,278</b>	<b>14,272,883</b>	<b>14,434,132</b>	<b>15,182,908</b>	<b>14,073,701</b>	<b>-360,431</b>	<b>-2.5%</b>
Prior Year Revenue	3,380	821	0	0	0	0	0.0%
Taxes			0	0	0	0	0%
Licenses & Permits	2,204	29,653	29,172	10,000	10,000	-19,172	-65.7%
Federal Grants & Revenues	83,785	96,282	71,350	71,958	203,526	132,176	0.0%
State Grants & Revenues	3,120,353	2,736,681	2,845,432	2,598,826	2,757,824	-87,608	-3.1%
Local Grants & Revenues	1,080,611	1,163,000	1,399,670	1,268,000	2,252,090	852,420	60.9%
Charges for Service	5,396,914	5,748,571	5,984,519	6,469,503	5,924,871	-59,648	0.0%
Fines & Penalties	13,167	12,849	11,400	11,400	21,350	9,950	87.3%
Other Revenues	3,125,158	4,119,619	7,821,989	4,038,690	3,351,401	-4,470,588	-57.2%
Interfund Transfers	3,883,968	3,560,835	3,806,303	3,633,735	4,033,437	227,134	6.0%
<b>Operating Revenue</b>	<b>16,709,540</b>	<b>17,468,311</b>	<b>21,969,835</b>	<b>18,102,112</b>	<b>18,554,499</b>	<b>-3,415,336</b>	<b>-15.5%</b>
% Change	NA	4.5%	25.8%	3.6%	2.5%		
Personnel Services	5,003,116	5,384,563	6,562,884	6,267,563	7,839,813	1,276,929	19.5%
Materials & Services	8,763,686	7,321,608	10,178,105	9,453,393	9,872,265	-305,840	-3.0%
Special Payments	2,041,382	1,391,745	2,900,000	526,262	3,228,354	328,354	11.3%
Cost Allocation Charges	606,429	677,992	725,921	725,921	780,883	54,962	7.6%
Debt Service			0	0	0	0	0%
Interfund Transfers	1,033,000	633,000	687,500	514,932	643,847	-43,653	-6.3%
Capital Outlay	2,444,323	1,149,378	8,147,801	1,723,248	2,840,594	2,895,697	-65.1%
<b>Operating Expenditure</b>	<b>19,891,936</b>	<b>16,558,286</b>	<b>29,202,211</b>	<b>19,211,319</b>	<b>25,205,756</b>	<b>-3,996,455</b>	<b>-13.7%</b>
% Change	NA	-16.8%	76.4%	16.0%	31.2%		
Reserve for Future Expenditures	0	0	5,209,957	0	5,514,095	304,138	5.8%
Contingency	0	0	1,991,799	0	1,908,349	-83,450	-4.2%
<b>Total Expenditure</b>	<b>19,891,936</b>	<b>16,558,286</b>	<b>36,403,967</b>	<b>19,211,319</b>	<b>32,628,200</b>	<b>-3,775,767</b>	<b>-10.4%</b>
<b>Ending Balance (if applicable)</b> (includes Reserve & Contingency)	<b>14,272,882</b>	<b>15,182,908</b>	<b>7,201,756</b>	<b>14,073,701</b>	<b>7,422,444</b>	<b>220,688</b>	<b>3.1%</b>
<b>General Fund Support (if applicable)</b>	<b>2,464,578</b>	<b>2,457,005</b>	<b>2,628,933</b>	<b>2,628,933</b>	<b>2,808,157</b>	<b>179,224</b>	<b>6.8%</b>
Full Time Equiv Positions (FTE) Budgeted	34.0	36.0	38.0		43.5	5.5	14.5%
Full Time Equiv Positions (FTE) Filled at Yr End	30.0	34.0		34.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	4.0	2.0		4.0			



**Business & Community Services Combined Funds  
FY 19-20 Proposed Budget**



**Resources**



**Requirements**