

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS
Sitting/Acting as Clackamas County Budget Committee

Policy Session Worksheet

Presentation Date: January 18, 2017 **Approx Start Time:** 9:30 **Approx Length:** 2.0 hours

Presentation Title: Quarterly General County Budget Committee Meeting

Department: Finance & County Administration

Presenters: Don Krupp, County Administrator, Laurel Butman, Deputy County Administrator, David Bodway, Finance Department, Nancy Artmann, Sheriff's Office, Diane Padilla, Finance Department

Other Invitees: Community members of Budget Committee

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

This is an informational meeting regarding budget monitoring for FY 2016-17 and issues affecting FY 2017-18 and future years

EXECUTIVE SUMMARY: This meeting will follow the agenda included in this packet.

FINANCIAL IMPLICATIONS (current year and ongoing):

N/A, no budget deliberations

Is this item in your current budget? YES NO

What is the cost? \$

What is the funding source?

STRATEGIC PLAN ALIGNMENT:

- *How does this item align with your Department's Strategic Business Plan goals?*

Furtheres Finance Department goals of:

Policy session packets and staff reports submitted by deadline
100 Percent of budgets with expenditures not exceeding appropriations
Budget to actual reports provided to County Administrator

- *How does this item align with the County's Performance Clackamas goals?*

Furtheres Countywide goal of Building Public Trust through Good Government.

By 2017, all Commission-managed departments will have completed customer focused, outcome-based Strategic Business Plans, to include customer service and satisfaction measures.

By 2018, 100 percent of County Budget will be attached to measurable customer results.

By 2020, Clackamas County will achieve the Strategic Results in the Strategic Plan.

LEGAL/POLICY REQUIREMENTS:

The County is required to establish a budget committee pursuant to ORS 294.414.

PUBLIC/GOVERNMENTAL PARTICIPATION:

The presence of the budget committee ensures public participation in the budget process.

OPTIONS: N/A, information only

RECOMMENDATION: N/A, information only

ATTACHMENTS:

1. Attachment A: Meeting Agenda
2. Attachment B: Budget Meeting Calendar
3. Attachment C: Fund Balance Classification
4. Attachment D: Sources and Uses of Nonrestricted General Fund Revenue
5. Attachment E: General Fund Share of Clackamas County Debt Service
6. Attachment F: Capital Project History
7. Attachment G: Sheriff Department Staffing and Overtime by Division
8. Attachment H: Sheriff Department Overtime by Category
9. Attachment I: Sheriff Status of Open Positions
10. Attachment J: Sheriff Deputy Recruit to Solo Status Timeline

SUBMITTED BY:

Division Director/Head Approval _____ DP

Department Director/Head Approval _____ MG

County Administrator Approval _____ LB

For information on this issue or copies of attachments, please contact Diane Padilla @ 503-742-5425

ATTACHMENT A

Quarterly Budget Committee Meeting

Wednesday, January 18, 2017 ~ 9:30 –11:30 a.m.

PSB Hearing Room

Budget Committee:

Public members: Jeff Caton, Eric Hofeld, Ed Mura, Wilda Parks and Tom Feely

Board members: Chair Jim Bernard and Commissioners Paul Savas, Martha Schrader, and Ken Humberston

Staff: Administrator Don Krupp, Laurel Butman, David Bodway, Diane Padilla and Nancy Artmann

1. Welcome and Introductions 9:30 – 9:40 (All)
2. Administrator's Report: 9:40-11:00 (Don Krupp)
 - Budget Meeting Calendar
 - Fund Balance Classification
 - Sources and Uses of Nonrestricted General Fund Revenue
 - General Fund Share of Clackamas County Debt Service
 - Capital Project History
 - Sheriff Staffing and Overtime by Division, December
 - Sheriff Overtime by Category
 - Sheriff Status of Open Positions, January
 - Sheriff Deputy Recruit to Solo Status Timeline
3. Discussion 11:00 – 11:30 (All)
4. Adjourn 11:30 (All)

Attachment B

BUDGET CALENDAR
2017-18

Date	Responsible	Action
01/18	BudCom/Adm	Budget Committee quarterly meeting 9:30 – 11:30 am
04/05	BudCom/Adm	Budget Committee quarterly meeting 9:30 – 11:30 am
05/11	BudOfc	Budget materials distributed to committee members and posted on County website
05/24	BudCom	Budget Committee additional meeting 9:30 – 11:30 am
05/30	BudCom	General County Budget Committee session begins 8:30 am
05/31	BudCom	General County Budget Committee session begins 8:30 am Public Testimony begins 5:30 pm
06/01	BudCom	General County Budget Committee session begins 8:30 am
06/05	BudCom	County Agency Budget Committee sessions begin 8:30 am (not a General County Budget Committee session day)
06/06	BudCom	General County Budget Committee session as determined
06/07	BudCom	General County Budget Committee session as determined
06/08	BudCom	General County Budget Committee session as determined
06/29	BCC	Board of County Commissioners hearing and adoption of budget Note: separate but related action – adopt fee schedule
07/06	BudOfc	Budget documents filed with Assessor and Clerk

Fund#	Fund Name	June 30, 2016 Ending Balance	Non - Spendable	Restricted	Committed	Assigned	Unassigned	Total	Explanation of Restriction or Commitment	Explanation of Assignment
100	General Fund	\$ 24,756,081	\$ 1,169,020				\$ 23,587,061	\$ 24,756,081	NA	NA
201	County Fair	615,146	29,025	586,121				\$ 615,146	ORS 565.325 County fair fund; purpose; source of moneys. (1) Each county that holds a county fair shall establish and maintain a fair fund. The fair fund may be expended only for the promotion and operation of the county fair and to provide, maintain and improve county fairgrounds, buildings, facilities and improvements on the county fairgrounds for the county fair and other events authorized by the county fair board. (2) All moneys received from activities conducted at the county fair or at the county fairgrounds or facilities, and all moneys received by a county fair as the licensee for pari-mutuel wagering on races conducted at or on behalf of the fair shall be deposited in the county fair fund. [1985 c.716 §3; 1997 c.435 §3]	
204	County School	378	-	378				\$ 378	ORS 328.005' County school fund (1) The governing body of each county shall create a county school fund. Funding is from Secure Rural Schools Act of 2000. Passed through to School Districts. http://www.fs.usda.gov/pts/	
205	Building Codes	4,633,271	2,648	4,630,623				\$ 4,633,271	ORS 455.210 (3)(c) Fees collected by a municipality under this subsection shall be used for the administration and enforcement of a building inspection program for which the municipality has assumed responsibility under ORS 455.148 (Comprehensive municipal building inspection programs) or 455.150 (Selective municipal building inspection programs).	NA
206	Public Safety Local Option Levy	150,190	-	150,190				\$ 150,190	ORS 294 requires a separate fund for a local option levy passed by the voters. Revenues are restricted by the ballot language.	NA
207	Resolution Services	46,026	-				46,026	\$ 46,026	NA	NA
208	Business & Economic Development	2,555,434	750	2,554,684				\$ 2,555,434	ORS 461.512 Management of lottery moneys received by county (1) For purposes of this section: (a) Dedicated fund means a fund in the county treasury, or a separate account in the county treasury, that is dedicated, appropriated or set aside for purposes that further economic development.	
209	Emergency Management	896,641	16,163			880,478		\$ 896,641	NA	74% Federal grant funding
211	Law Library	424,473	-	424,473				\$ 424,473	ORS 9.850 Disposition of library fees in counties other than Multnomah County. In all counties containing not more than 400,000 inhabitants, according to the latest federal decennial census, the county court may use such part of the law library fees collected pursuant to ORS 21.350 (1) as the court deems desirable for the purpose of acquiring, maintaining or operating a law library at the county seat of the county, at such place as the court may direct. In no event may moneys received from law library fees be used for any purpose other than acquiring, maintaining or operating a law library. [Amended by 1963 c.519 §3; 1965 c.619 §6; 2003 c.14 §11]	NA
212	Library Network	6,766,928	5,335	5,100,000		1,661,593	-	\$ 6,766,928	IGA with the Cities for \$5.1million - Laura Zentner	NA
213	Parks	458,347	-				458,347	\$ 458,347	NA	NA
214	Planning	938,191	-				938,191	\$ 938,191	NA	NA
215	Roads	19,013,975	6,694	19,007,281				\$ 19,013,975	Gas Tax and Federal Highway funds -Externally Restricted - The carryforward is from the Oregon State Highway Fund (revenue includes: Vehicle Fuel Tax, Motor Carrier Transportation Fees, Department of Motor Vehicles Registration Fees, and Operator Fees) paid under ORS 366.76 and is restricted per ORS 366.774 and the Oregon Constitution for the operation and use of roadways. The use of these funds must either involve the construction, reconstruction, improvement, repair or maintenance of highways, specified weighmaster activities, or be restricted to projects or purposes that primarily and directly facilitate motorized vehicle travel -- as defined by the Oregon Constitution.	

Fund#	Fund Name	June 30, 2016 Ending Balance	Non - Spendable	Restricted	Committed	Assigned	Unassigned	Total	Explanation of Restriction or Commitment	Explanation of Assignment
216	Sheriff	2,462,849	24,007		2,438,842			\$ 2,462,849	Committed by BCC Resolution 2011-55	6% grant funds - rest is transfers in of property taxes
217	Code Enforcement and Sustainability	1,357,710	2,142				1,355,568	\$ 1,357,710	NA	NA
218	Property Resources	1,439,607	-	1,439,607				\$ 1,439,607	275.275' Distribution of proceeds (1) (a) The proceeds arising under ORS 275.090 (Powers of county as to lands acquired on foreclosure of tax liens, or by exchange, devise or gift) to 275.290 (Sale or lease of timber on county lands) and 275.296 (Validation of certain conveyances prior to August 3, 1955) to 275.310 (Partition of land in which county has acquired interest) must be applied: (A) First, to refund the county general fund for the full amount advanced by the county to pay the state tax upon all properties upon which the county has foreclosed liens for delinquent taxes; (B) Second, to the county general fund in an amount equal to the penalty and fee described in ORS 312.120 (Period during which property held by county) for each property upon which the county has foreclosed a lien for delinquent taxes; and (C) Third, to refund the county general fund for all the costs and expenses incurred by the county in the maintenance and supervision of the properties and in any suits or proceedings by the county to quiet title to or to defend the county's title to property sold, including suits or land use proceedings to ascertain and determine the actual boundaries of the properties.	
219	Community Corrections	2,785,324	93,625			2,691,699		\$ 2,785,324	NA	88% Federal & State grants
220	District Attorney	914,255	23,522		890,733			\$ 914,255	Committed by BCC Resolution 2011-55 and 84% Grant funded	
221	Justice Court	1,305,684	11,264	1,294,420				\$ 1,305,684	153.660' Use of amounts paid to county treasurer(Penalties) (2) Sixty percent of the amounts paid to the county treasurer under this section and under ORS 153.645 (Disposition of fines for traffic offenses) (4) and 153.650 (Disposition of fines for traffic offenses) (4) shall be deposited by the treasurer in the county treasury and may be used only for drug and alcohol programs and for the costs of planning, operating and maintaining county juvenile and adult corrections programs and facilities. (3) Forty percent of the amounts paid to the county treasurer under this section and under ORS 153.645 (Disposition of fines for traffic offenses) (4) and 153.650 (Disposition of fines for traffic offenses) (4) shall be deposited by the treasurer in the court facilities security account established under ORS 1.182 (Court facilities security accounts) for the county in which the court is located.	
223	Transportation SDC	5,431,915	-	5,431,915				\$ 5,431,915	ORS 223.307' Authorized expenditure of system development charges (1) Reimbursement fees may be spent only on capital improvements associated with the systems for which the fees are assessed including expenditures relating to repayment of indebtedness. (2) Improvement fees may be spent only on capacity increasing capital improvements, including expenditures relating to repayment of debt for such improvements.	

Fund#	Fund Name	June 30, 2016 Ending Balance	Non - Spendable	Restricted	Committed	Assigned	Unassigned	Total	Explanation of Restriction or Commitment	Explanation of Assignment
224	Public Land Corner Preservation	759,959	-	759,959				\$ 759,959	203.148' Public Land Corner Preservation Fund (1) The county governing body <u>may establish by ordinance a fund</u> to be known as the Public Land Corner Preservation Fund. Moneys in the Public Land Corner Preservation Fund shall be used only to pay expenses incurred and authorized by the county surveyor in the establishment, reestablishment and maintenance of corners of government surveys under ORS 209.070 (Duties in respect to surveys) (5) and (6).	
227	Happy Valley/Clack Joint Trans SDC	6,735,683	192,346	6,543,337				\$ 6,735,683	ORS 223.307' Authorized expenditure of system development charges (1) Reimbursement fees may be spent only on capital improvements associated with the systems for which the fees are assessed including expenditures relating to repayment of indebtedness. (2) Improvement fees may be spent only on capacity increasing capital improvements, including expenditures relating to repayment of debt for such improvements.	
240	Health, Housing & Human Svcs Admin	961,950	110				961,840	\$ 961,950	NA	
241	Clackamas Mental Health Org	1,950,385	10,940			1,939,445		\$ 1,950,385	NA	26% Grant funds
242	Social Services	2,419,060	58,361	498,672		1,862,027		\$ 2,419,060	NA	89% Grant funds
244	Community Development	583,192	2,030	581,162		-		\$ 583,192	NA	72% Grant funds
245	Community Solutions	535,579	444	-		535,135		\$ 535,579	NA	82% Grant funds
246	Children, Youth & Families	143,418	177			143,241	-	\$ 143,418	NA	88% Grant funds
247	Dog Control	603,951	4,456				599,495	\$ 603,951	NA	
250	PERS Employer Contribution Reserve	2,316,716	-			2,316,716	-	\$ 2,316,716	NA	Savings for future PERS costs per Budget
251	County Payments Account	2,636	-			2,636		\$ 2,636	NA	90% Grant funds
252	Public Health Fund	683,759	660	45,134		637,965		\$ 683,759	Family Planning and Screen & Intervention grant funds.	51% Grant funds
253	Clackamas Health Centers Fund	12,946,564	45,629			12,900,935		\$ 12,946,564	NA - only 12% grant funding	
255	Transient Room Tax	206,589	-	206,589				\$ 206,589	County Code 8.02.150 Hotel/motel tax proceeds dedicated to tourism promotion & County Fair	
256	Tourism Development Council Fund	944,476	19,345			925,131		\$ 944,476		Transfers from Transient Room Tax to fund tourism development activity, restricted for tourism by County Code, but source of restricted revenue is transfers

Fund#	Fund Name	June 30, 2016 Ending Balance	Non - Spendable	Restricted	Committed	Assigned	Unassigned	Total	Explanation of Restriction or Commitment	Explanation of Assignment
257	Forest Management Fund	4,731,366	-			4,731,366		\$ 4,731,366	275.275' Distribution of proceeds (1) (a) The proceeds arising under ORS 275.090 (Powers of county as to lands acquired on foreclosure of tax liens, or by exchange, devise or gift) to 275.290 (Sale or lease of timber on county lands) and 275.296 (Validation of certain conveyances prior to August 3, 1955) to 275.310 (Partition of land in which county has acquired interest) must be applied: (A) First, to refund the county general fund for the full amount advanced by the county to pay the state tax upon all properties upon which the county has foreclosed liens for delinquent taxes; (B) Second, to the county general fund in an amount equal to the penalty and fee described in ORS 312.120 (Period during which property held by county) for each property upon which the county has foreclosed a lien for delinquent taxes; and (C) Third, to refund the county general fund for all the costs and expenses incurred by the county in the maintenance and supervision of the properties and in any suits or proceedings by the county to quiet title to or to defend the county's title to property sold, including suits or land use proceedings to ascertain and determine the actual boundaries of the properties.	
260	Juvenile	2,011,603	14,578	2,302	1,994,723			\$ 2,011,603	Committed by BCC Resolution 2011-55 and 57% Grant funded	
320	Clackamas County Debt Fund	569,111	-	569,111			-	\$ 569,111	Funded by General Fund	
416	DTD Capital Projects	204,960	-	-		204,960	-	\$ 204,960	All dedicated revenues from multiple sources	
418	Fleet Replacement Reserve Fund	-	-				-	\$ -	Closed in FY16	
420	Capital Projects Reserve	7,919,758	500			7,919,258		\$ 7,919,758	NA	
510	Local Improvement Dist Construction	537,158	-				537,158	\$ 537,158	NA	
601	Stone Creek Golf Course	888,449	299,825				-	\$ 888,449	NA	
602	Clackamas Broadband Utility	144,699	978				144,699	\$ 145,677	NA	
740	Cable Administration	343,527	-				343,527	\$ 343,527	NA	
742	Records Management	8,664	-				8,664	\$ 8,664	NA	
744	Facilities Management	1,180,195	1,599				1,180,195	\$ 1,181,794	NA	
746	Telecommunications Svcs	744,588	-				-	\$ 744,588	NA	
747	Technology Services	2,044,290	2,974				2,044,290	\$ 2,047,264	NA	
748	Central Dispatch	1,581,218	49,846				1,581,218	\$ 1,631,064	NA	
760	Self-Insurance	1,627,706	11,850				-	\$ 1,639,556	NA	
761	Risk Management Claims	6,794,971	103,116				-	\$ 6,898,087	NA	
770	Fleet Services	362,085	-				-	\$ 362,085	NA	
	Total	\$ 140,440,690	\$ 2,203,959	\$ 49,825,958	\$ 5,324,298	\$ 39,352,585	\$ 44,204,078	\$ 140,910,878		

June 23, 2011

Board of County Commissioners
Clackamas County

Members of the Board:

**Resolution Establishing Policies for Fund Balance
and Committing Revenues and Ending Fund Balances
in Accordance with Governmental Accounting Standards Board Statement No 54**

REQUESTED ACTION

For your consideration is a proposed resolution establishing policies for fund balance and committing revenues and ending fund balances in accordance with Government Accounting Standards Board Statement No. 54.

BACKGROUND

The Government Accounting Standards Board (GASB) establishes reporting requirements which government agencies must follow to present their annual financial statements in a comparable format and to receive an unqualified or "clean" audit opinion for these statements. Furthermore, in order for a government agency to be awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA), comprehensive annual financial reports (CAFRs), must be presented as prescribed by the GASB. The County has received this prestigious national award for approximately sixteen years.

The GASB has recently issued Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. GASB Statement No. 54 redefines the qualifications of governmental-type (does not include enterprise funds) special revenue, debt service and capital project funds in an effort to establish consistent application across government agencies. Additionally, the Statement develops new definitions for classifications of governmental-type fund balances, again to create consistency in reporting by various government agencies. These new categories will be used to classify fund balances beginning with fiscal year 2010-2011 in compliance with the Statement. The classifications are defined as follows:

- **Non-spendable:** Non-spendable is defined as fund balance amounts which cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. Examples of "not in spendable form" include inventories or prepaid expenses. The corpus (or principal) of a permanent fund is an example of an amount that is legally or contractually required to be maintained intact.
- **Restricted:** Restricted is defined as constraints placed on the use of resources externally imposed by creditors, grantors, contributors, or laws or regulations of other governments. Examples include revenue sources from federal grants with a specific purpose, donations from citizens with specific instructions, or State Gas Tax revenue to be used for roads. .
- **Committed:** Committed is defined as constraints which have been imposed by formal action of the government's highest level of decision-making authority (i.e. the County

Commissioners). An example would be a County resolution committing certain revenue sources to specific activities.

- Assigned: Assigned is defined as fund balance which a delegate (i.e. County Administrator or Finance Director) of the County Commissioners has been given authority to apply less formal constraints than those listed above. An example would be the Finance Director setting aside fund balance to be used to support library services that is otherwise available for general use.
- Unassigned: Unassigned is defined as the residual classification for the General Fund without constraint. This is only applicable to the General Fund (unless another governmental fund has a deficit fund balance). An example of a revenue source which could result in an unassigned fund balance is property taxes available for general purpose use.

In order for the County to be in compliance with GASB Statement No. 54, a resolution is required that formally commits revenues to be accounted for in certain special revenue funds, categorizes fund balances, and establishes policies. This new pronouncement requires a formal commitment, by resolution, to preserve certain County special revenue funds as previously reported in the audited financial statements. It retains the special revenue fund structures and ending fund balance policies by doing the following:

1. Reserving the Commissioner's authority to establish, maintain and commit fund balances;
2. Granting authority to the County Administrator and Finance Director to assign portions of revenue sources or ending fund balance; and
3. Establishing the County's policy on the use of restricted and unrestricted fund balance when available.

RECOMMENDATION

Staff respectfully recommends the Board approve the attached resolution establishing policies for fund balance and committing revenues and ending fund balances in accordance with GASB 54.

Sincerely,

Marc S. Gonzales
Finance Director

For information on this issue please contact Christa Bosserman-Wolfe at (503) 742-5407

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of a Resolution
Establishing Policies for Fund
Balance and Committing Revenues
And Ending Fund Balances in Accordance
With Governmental Accounting
Standards Board Statement No. 54



Resolution No. 2011 - 55
Page 1 of 2

WHEREAS, the Government Accounting Standards Board (GASB) has issued Statement No. 54 effective for the fiscal year ending June 30, 2011, titled *Fund Balance Reporting and Governmental Fund Type Definitions*; and

WHEREAS, the County recognizes the importance of maintaining consistent fund structures for financial planning and conformity to authoritative standards;

NOW, THEREFORE, BE IT RESOLVED:

Section 1. In accordance with GASB Statement No. 54, the County Commissioners reserve the authority to establish and modify commitments of revenue sources and ending fund balance which are not otherwise non-spendable or restricted. The County Commissioners hereby grant authority to the County Administrator and Finance Director or designee to assign portions of revenue sources or ending fund balance which are not determined to be non-spendable, restricted or committed.

Section 2. The County Commissioners consider then, when both restricted and unrestricted fund balance is available for use, the purpose for which that is restricted, it is the County's policy to use restricted fund balance first, then unrestricted fund balance as needed. When unrestricted fund balance is spent, the County will consider that committed amounts will be reduced first, followed by assigned amounts, and then unassigned amounts last.

Section 3. The County Commissioners commit the following revenue sources and ending fund balance which have not otherwise been previously restricted or committed to their respective Special Revenue Funds:

Sheriff's Operations Fund: The annual distribution of a portion of property tax collections from the County General Fund and into the Sheriff Operations Fund, is hereby committed to the special purpose of funding Sheriff services of public protection, and can only be used for specific purposes within that definition.

Juvenile Fund: The annual distribution of a portion of property tax collections from the County General Fund and into the Juvenile Fund, is hereby committed to the special purpose of funding Juvenile services of public protection to children, and can only be used for specific purposes within that definition.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of a Resolution
Establishing Policies for Fund
Balance and Committing Revenues
And Ending Fund Balances in Accordance
With Governmental Accounting
Standards Board Statement No. 54



Resolution No. 2011-55
Page 2 of 2

District Attorney Fund: The annual distribution of a portion of property tax collections from the County General Fund and into the District Attorney's Fund, is hereby committed to the special purpose of funding District Attorney services of public protection, and can only be used for specific purposes within that definition.

Section 4. This resolution shall be deemed effective upon adoption.

Dated this 23rd day of June 2011.

CLACKAMAS COUNTY BOARD OF COMMISSIONERS

Chair

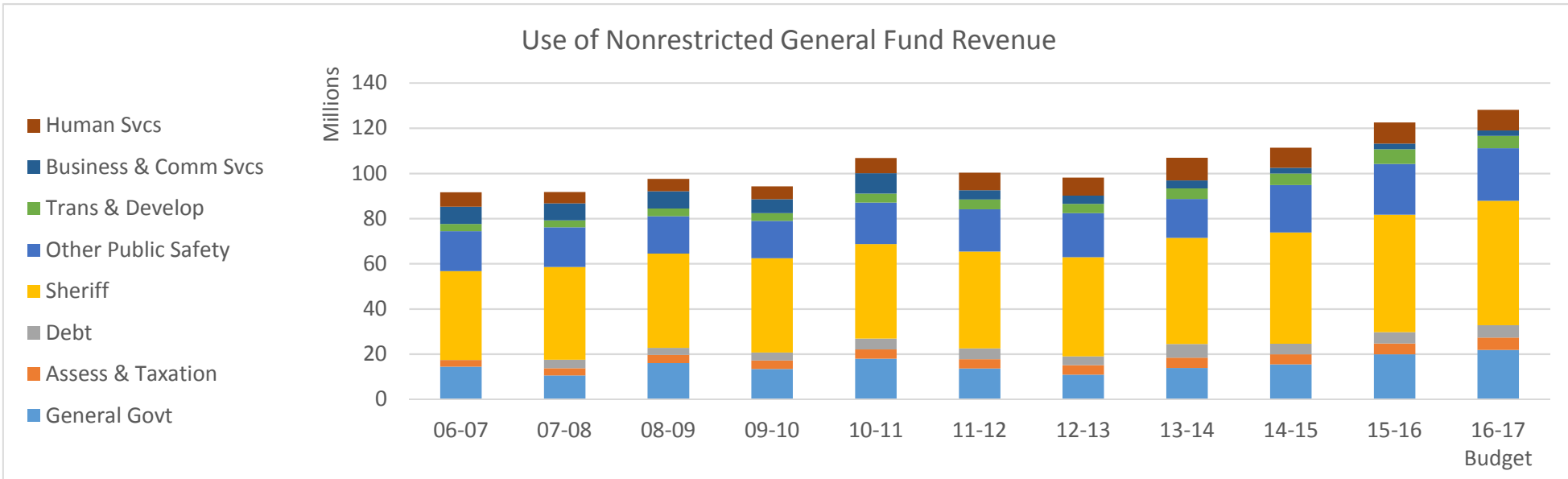
Recording Secretary

ATTACHMENT D

Sources and Uses of Nonrestricted General Fund Revenue

	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17 Budget
Property Tax	76,819,797	80,747,338	84,693,023	89,621,540	92,050,732	94,162,548	96,327,611	101,624,101	106,735,943	111,269,171	116,925,000
Fed & State Shared Rev	7,681,481	7,474,713	7,138,721	6,523,436	6,092,360	3,728,926	3,365,621	3,362,258	3,525,179	3,399,497	2,443,550
Fee Fine Other	5,782,150	5,094,870	4,568,271	4,262,790	4,576,540	5,162,217	8,104,363	5,374,936	6,700,272	8,169,588	5,558,461
Total Sources	90,283,428	93,316,921	96,400,015	100,407,766	102,719,632	103,053,691	107,797,595	110,361,295	116,961,394	122,838,256	124,927,011

	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17 Budget
General Govt	14,375,807	10,586,319	16,023,996	13,386,534	17,894,010	13,568,866	10,830,774	13,857,455	15,404,209	19,916,391	21,821,180
Assess & Taxation	2,997,306	3,094,109	3,589,058	3,809,532	4,126,055	4,146,793	4,263,980	4,551,032	4,531,373	4,764,615	5,490,668
Debt	10,000	3,780,106	3,083,170	3,457,995	4,854,314	4,791,575	3,873,295	5,997,943	4,617,183	5,016,080	5,450,144
Sheriff	39,396,061	41,090,917	41,780,202	41,780,202	41,780,202	42,854,077	43,879,195	47,048,831	49,237,474	51,985,096	55,104,521
Other Public Safety	17,583,795	17,542,784	16,485,726	16,514,558	18,350,073	18,746,873	19,555,055	17,257,942	21,080,584	22,530,507	23,281,159
Trans & Develop	3,230,131	3,049,169	3,455,028	3,431,241	4,009,887	4,285,652	4,063,397	4,675,702	5,090,634	6,446,916	5,423,809
Business & Comm Svcs	7,652,500	7,547,382	7,703,966	6,208,966	9,078,090	4,095,549	3,630,549	3,490,599	2,513,930	2,571,685	2,464,578
Human Svcs	6,360,756	5,047,214	5,450,349	5,679,149	6,644,027	7,826,641	8,023,271	9,982,961	8,846,361	9,279,384	9,045,368
Total Uses	91,606,356	91,738,000	97,571,495	94,268,177	106,736,658	100,316,026	98,119,516	106,862,465	111,321,748	122,510,674	128,081,427



ATTACHMENT E

General Fund Share Clackamas County Debt Service	Original Issue	Principal Balance	Principal Balance													
	Date		Original Issue	at 06/30/2016	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23		23-24
2000 Local Improvement District (Altamont)																
Debt Service (paying interest only from assessment revenue)	2000	1,400,000	1,400,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	1,184,000	0	0	0	0	Estimated Gen Fund share of final payment FY 29-30 after all assessment rev applied
General Fund Contribution				0	0	0	0	0	0	0	1,184,000	0	0	0	0	
Contract payable to Service Dist #1 for Sunnybrook Bldg equity																
Debt Service	2012	1,949,843	1,789,871	244,303	244,303	244,303	244,303	244,303	244,303	244,303	244,303	244,303	244,303	0	0	Final payment FY 21-22
General Fund contribution				244,303	244,303	244,303	244,303	244,303	244,303	244,303	244,303	244,303	244,303	0	0	
Development Svcs Bldg, Central Utility Plant, Utilidor, Plaza																
Debt service	2007	49,990,000	32,690,000	3,770,481	3,765,481	3,772,281	3,775,281	3,750,531	3,760,931	3,735,931	3,720,681	3,717,088	3,708,244	3,694,994	Final payment FY 26-27 Rent increases 3% per year	
Rent (A)				1,695,371	1,727,645	1,808,342	1,869,199	1,925,275	1,983,033	2,042,524	2,103,800	2,166,914	2,231,921	2,298,879		
General Fund contribution				2,075,110	2,018,191	1,963,939	1,906,082	1,825,256	1,777,898	1,693,407	1,616,881	1,550,174	1,476,323	1,396,115		
Light Rail																
Debt Service	2012	20,080,000	17,870,000	1,310,433	1,312,792	1,315,804	1,313,199	1,314,977	1,316,071	1,316,479	1,316,203	1,315,241	1,313,595	1,316,195	Final payment FY 27-28	
General Fund contribution				1,310,433	1,312,792	1,315,804	1,313,199	1,314,977	1,316,071	1,316,479	1,316,203	1,315,241	1,313,595	1,316,195		
Public Safety Facilities (B)																
Debt service	2009	34,795,000	25,845,000	2,612,400	2,596,200	2,583,400	2,573,800	2,572,200	2,568,200	2,566,800	2,567,800	2,571,000	2,576,200	2,588,200	Final payment FY 28-29	
Development Agency contribution of \$2.5 million to free funds for projects for Sheriff in Town Center urban renewal area				0	1,310,000	847,063	342,937	0	0	0	0	0	0	0		
General Fund contribution				2,612,400	1,286,200	1,736,337	2,230,863	2,572,200	2,568,200	2,566,800	2,567,800	2,571,000	2,576,200	2,588,200		
Public Services Building and Public Safety Training Ctr																
Original issues 2003 and 2004, Refunding issue 2012	2003 and 2004	22,860,000	17,140,000	1,113,945	1,246,267	1,276,638	1,306,548	1,324,013	1,355,613	1,382,113	1,415,363	1,444,863	1,470,613	1,503,213	Final payment FY 32-33 (refunding issue) Rent set sufficient to pay PSB debt service	
Debt Service				976,668	1,044,884	1,069,823	1,094,887	1,109,523	1,136,004	1,158,211	1,186,074	1,210,795	1,232,374	1,259,692		
Public Services Building (PSB) rent (A)				137,277	201,383	206,815	211,661	214,490	219,609	223,902	229,289	234,068	238,239	243,521		
Sheriff contribution for Public Safety Training Ctr				0	0	0	0	0	0	0	0	0	0	0		
General Fund contribution				0	0	0	0	0	0	0	0	0	0	0		
Clackamas County Debt		131,074,843	96,734,871													
General Fund Share Clackamas County Debt Service				6,332,246	4,951,486	5,350,383	5,784,447	6,046,736	5,996,471	7,004,988	5,745,187	5,680,718	5,366,118	5,300,510		

(A) Departments within General Fund pay about \$1.1 million annually toward DSB and PSB rent included above (additional cost to General Fund)

(B) Projects included in Public Safety debt issue:
 Sunnybrook Building Remodel (became Brooks Building)
 Evidence Processing Facility (including building purchase)
 Jail Upgrade/South Station remodel
 Marine Unit Boathouse

ATTACHMENT F

	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	Total
Capital Projects	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budgeted	
Community Center development	1,885,834	179,897										2,065,731
DSB Red Soils building construction	10,557,771	28,120,458	7,878,826	139,458								46,696,513
Bunick Building remodel	1,279,934	24,438	5,516									1,309,888
Sheriff HVAC	551,759	376,040										927,799
Courthouse fire sprinkler system	711,330	24,183										735,513
Red Soils campus improvements	65,577	77,917	63,568	38,948								246,010
Red Soils campus plaza	106,433	355,023	1,238,581	31,836								1,731,873
Central utility plant (CUP)	4,053,487	4,977,222	475,450	839								9,506,998
Courthouse courtrooms (1)	920,195	274,518	8,964									1,203,677
Utilidor		2,377,802	206,506									2,584,308
Detention facility preliminary work	290,018	444,709	32,337									767,064
DA office remodel	160	361,866										362,026
DSB/ODOT fiber connection		206,500	178,724									385,224
Remodel courtrooms 1 and 5		155,946	30,320									186,266
Courthouse holding cell / sally port (1)	65,577	92,722	67,121	55,359	34,255	157,997	2,283,254	818,937	1,622			3,576,844
BCC space coordination		100,059	372,660	122								472,841
Dog shelter relocation for jail site		145,104	1,695,013	-476								1,839,641
CUP generator			117,885	3,213								121,098
McCoy Building roof			115,708									115,708
Sunnybrook Bldg remodel			424,554	1,155,704	8,373,177	201,958	2,613	300	0	2,434		10,160,740
Jail renovation			163,026	692,139	6,853,349	1,715,031						9,423,545
Evidence processing facility construction			208,225	4,879,595	54,127	64,428	15,165	72,969	455,155	3,659,658	2,439,909	11,849,231
CUP roof reinforcement						7,300	37,009	122	375,315			419,746
Justice Court permanent facility					3,079	62,101	90	932,510	115,821	-1,648		1,111,953
Boathouse					94,283	188,840						283,123
Network upgrade Cisco						453,664						453,664
Silver Oak records functions relocate							337,575	125,846	17,955			481,376
C-800 radio zone control							376,430					376,430
Beavercreek clinic cooling tower									1,352	9,181	345,148	355,681
DA Multnomah Lodge - remodel (not grant funded)								35,164	933,677	7,128		975,969
Counsel PSB 2nd floor									2,240	32,577	197,760	232,577
Juvenile HVAC replacement									141,470			141,470
Silver Oak Tech Svcs server farm consolidation											250,000	250,000
PSB 4th floor remodel vacant space										26,388	200,000	226,388
Sheriff projects in Town Center urban renewal area										19,182	1,039,690	1,058,872
EOC generator, fire suppression sys, electrical					138,088	458,242	314,837					911,167
Courthouse Rm 9, fire escape, erosion control, restrooms					27,365	55,649	43	765	246	15,717	147,754	247,539
Juvenile building roof, video surveill, access ctrl, HVAC						41,063	147,302	28,767	24			217,156
Jail roof and HVAC								68	6,329	1,078,705	1,189,602	2,274,704
Beavercreek clinic roof replacement & generator										98,821	120,000	218,821
Total	20,488,075	38,294,404	13,282,984	6,996,737	15,577,723	3,406,273	3,514,318	2,015,448	2,051,206	4,948,143	5,929,863	116,505,174

Capital Projects	06-07	07-08		09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	
	Actual	Actual	08-09 Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budgeted	Total
Recap by Department												
General / multi-use	16,669,102	36,294,819	10,159,540	214,294	0	460,964	37,009	122	375,315	0	250,000	64,461,165
Sheriff	841,777	965,853	2,523,155	6,726,962	15,374,936	2,170,257	17,778	73,337	461,484	4,759,979	4,669,201	38,584,719
Courthouse (1)	1,697,102	547,369	106,405	55,359	61,620	213,646	2,283,297	819,702	1,868	15,717	147,754	5,949,839
District Attorney	1,280,094	386,304	5,516	0	0	0	0	35,164	933,677	7,128	0	2,647,883
Dispatch / Disaster Management	0	0	0	0	138,088	458,242	691,267	0	0	0	0	1,287,597
Justice Court	0	0	0	0	3,079	62,101	90	932,510	115,821	-1,648	0	1,111,953
BCC / Admin / Counsel / Finance / Treasurer	0	100,059	372,660	122	0	0	0	0	2,240	58,965	397,760	931,806
Human Svcs	0	0	0	0	0	0	0	0	1,352	108,002	465,148	574,502
Clerk / Records Management	0	0	0	0	0	0	337,575	125,846	17,955	0	0	481,376
Juvenile	0	0	0	0	0	41,063	147,302	28,767	141,494	0	0	358,626
Transportation & Development	0	0	115,708	0	0	0	0	0	0	0	0	115,708
	20,488,075	38,294,404	13,282,984	6,996,737	15,577,723	3,406,273	3,514,318	2,015,448	2,051,206	4,948,143	5,929,863	116,505,174

Criteria for inclusion:

Greater than \$100,000

Substantially paid from county funds

Other than routine maintenance (painting, siding, etc)

(1) \$1.2 million from courthouse security trust fund

Sheriff Department Staffing at 12/29/16

Division	Position	Filled	Vacant	Total
Public Safety Local Option Levy				
Levy Patrol	Sergeant	3.00	0.00	3.00
	Deputy Sheriff	15.00	0.00	15.00
		<u>18.00</u>	<u>0.00</u>	<u>18.00</u>
Levy Investigations	Lieutenant	1.00	0.00	1.00
	Sergeant	1.00	0.00	1.00
	Deputy Sheriff	7.00	0.00	7.00
	Nonsworn	1.00	0.00	1.00
	<u>10.00</u>	<u>0.00</u>	<u>10.00</u>	
Levy Jail	Jail Lieutanant	1.00	0.00	1.00
	Jail Sergeant	2.00	0.00	2.00
	Jail Deputy	27.00	0.00	27.00
	Nonsworn	1.00	0.00	1.00
	<u>31.00</u>	<u>0.00</u>	<u>31.00</u>	
Public Safety Local Option Levy Total		59.00	0.00	59.00
Sheriff Operating Fund				
Sheriff Administration	Sheriff	1.00	0.00	1.00
	Undersheriff	2.00	0.00	2.00
	Lieutenant	1.00	0.00	1.00
	Sergeant	1.00	0.00	1.00
	Detective	1.00	0.00	1.00
	Nonsworn	11.75	2.85	14.60
	<u>17.75</u>	<u>2.85</u>	<u>20.60</u>	
Sheriff Data Processing	Non-sworn	5.00	1.00	6.00
		<u>5.00</u>	<u>1.00</u>	<u>6.00</u>
Sheriff Support Svcs	Captain	1.00	0.00	1.00
	Jail Lieutenant	1.00	0.00	1.00
	Deputy Sheriff	2.00	0.00	2.00
	Nonsworn	5.00	0.00	5.00
	<u>9.00</u>	<u>0.00</u>	<u>9.00</u>	
Sheriff Patrol	Captain	1.00	0.00	1.00
	Lieutenant	5.00	1.00	6.00
	Sergeant	13.00	1.00	14.00
	Deputy Sheriff	69.00	4.00	73.00
	Deputy Sheriff Recruit	4.00	2.00	6.00

Sheriff Department Staffing at 12/29/16

Division	Position	Filled	Vacant	Total
	Nonsworn	11.00	1.00	12.00
		<u>103.00</u>	<u>9.00</u>	<u>112.00</u>
Sheriff Detectives	Captain	1.00	0.00	1.00
	Lieutenant	2.00	0.00	2.00
	Sergeant	6.00	0.00	6.00
	Detective	20.00	1.00	21.00
	Deputy Sheriff	1.00	0.00	1.00
	Nonsworn	13.00	2.00	15.00
		<u>43.00</u>	<u>3.00</u>	<u>46.00</u>
Sheriff Records	Nonsworn	14.00	1.00	15.00
		<u>14.00</u>	<u>1.00</u>	<u>15.00</u>
Sheriff Civil	Captain	1.00	0.00	1.00
	Sergeant / Jail Sergeant	2.00	0.00	2.00
	Deputy Sheriff	15.00	0.00	15.00
	Jail Deputy	2.00	0.00	2.00
	Nonsworn	4.00	0.00	4.00
		<u>24.00</u>	<u>0.00</u>	<u>24.00</u>
Sheriff Jail	Captain	2.00	0.00	2.00
	Jail Lieutenant	3.00	0.00	3.00
	Jail Sergeant	10.00	0.00	10.00
	Jail Deputy	59.00	5.00	64.00
	Jail Deputy Recruit	4.00	1.00	5.00
	Nonsworn	31.00	0.00	31.00
		<u>109.00</u>	<u>6.00</u>	<u>115.00</u>
Sheriff Marine	Sergeant	1.00	0.00	1.00
	Deputy Sheriff	2.00	0.00	2.00
		<u>3.00</u>	<u>0.00</u>	<u>3.00</u>
Public Safety Training Center	Nonsworn	3.00	1.00	4.00
		<u>3.00</u>	<u>1.00</u>	<u>4.00</u>
Enhanced Law Enforcement District	Lieutenant	1.00	0.00	1.00
	Sergeant	6.00	0.00	6.00
	Deputy Sheriff	26.00	0.00	26.00
	Deputy sheriff Recruit	1.00	0.00	1.00
		<u>34.00</u>	<u>0.00</u>	<u>34.00</u>
Sheriff Operating Fund Total		364.75	23.85	388.60
Sheriff Department Total		423.75	23.85	447.60

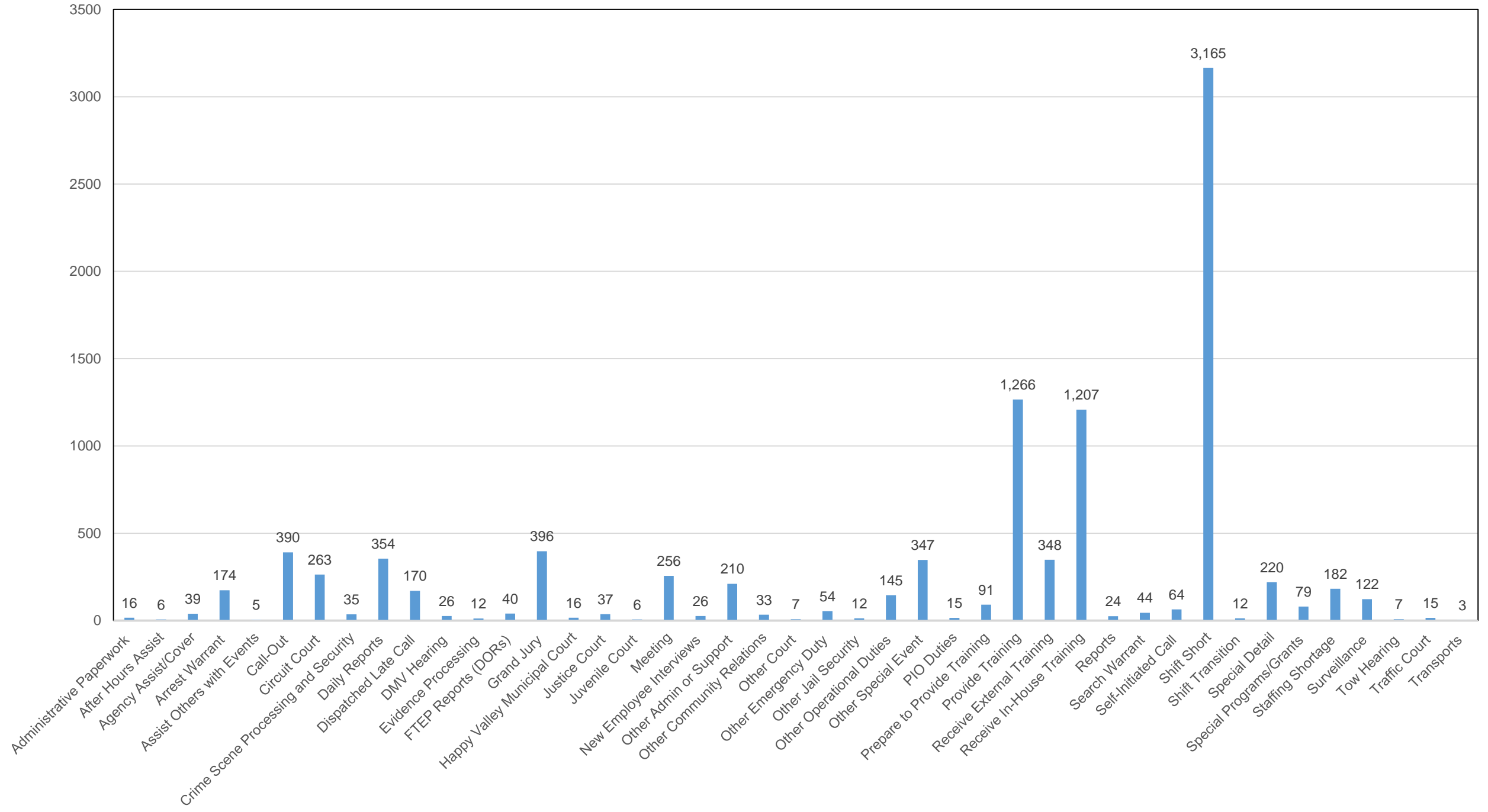
Sheriff Department Staffing at 12/29/16

Division	Position	Filled	Vacant	Total
Summary by Position				
	Sheriff	1.00	0.00	1.00
	Undersheriff	2.00	0.00	2.00
	Captain	6.00	0.00	6.00
	Lieutenant	15.00	1.00	16.00
	Sergeant	45.00	1.00	46.00
	Detective	21.00	1.00	22.00
	Deputy	229.00	10.00	239.00
	Deputy Recruit	5.00	2.00	7.00
	Nonsworn	99.75	8.85	108.60
Sheriff Department Total		423.75	23.85	447.60

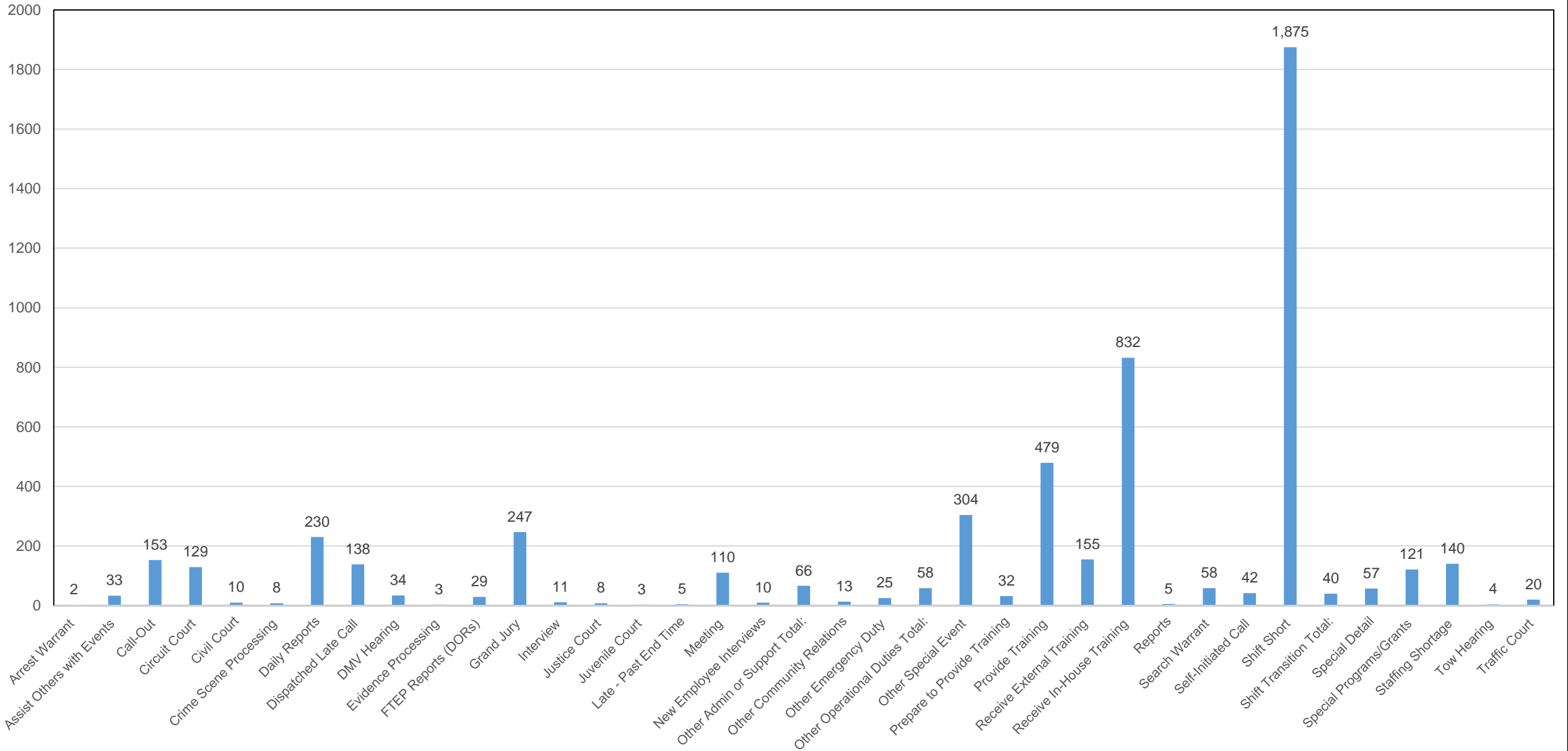
Attachment G2

Sheriff Department Overtime	12-13 Actual	13-14 Actual	14-15 Actual	15-16 Actual	16-17 Budget
Local Option Levy Patrol	185,110	296,968	282,978	275,339	260,000
Local Option Special Investigations	106,065	151,492	144,977	274,738	48,000
Local Option Levy Jail	271,596	434,007	413,622	379,830	425,000
Public Safety Local Option Levy Total	562,771	882,467	841,577	929,907	733,000
Sheriff Patrol	1,275,004	1,248,479	1,276,542	1,533,800	1,495,640
Sheriff Marine	34,385	36,929	32,292	30,754	43,350
Emergency Management					
Sheriff Law Enforcement District	546,912	509,598	478,251	478,272	541,813
Sheriff Data Processing	4,523	3,830	1,712	8,390	4,500
Support Services	88,288	192,666	149,544	184,033	145,600
Sheriff Services/Records	20,553	31,045	58,037	37,097	35,000
Sheriff Public Safety Training			265	1,753	
Sheriff Detectives	243,002	223,617	219,165	237,962	320,700
Sheriff Civil	92,109	109,452	80,548	126,078	116,000
Sheriff Jail	1,194,116	1,094,741	1,012,970	1,167,084	1,125,000
Sheriff Administration	25,115	9,045	11,705	22,311	25,000
Sheriff Operating Fund Total	3,524,007	3,459,402	3,321,031	3,827,534	3,852,603
Sheriff Department Total	4,086,778	4,341,869	4,162,608	4,757,441	4,585,603

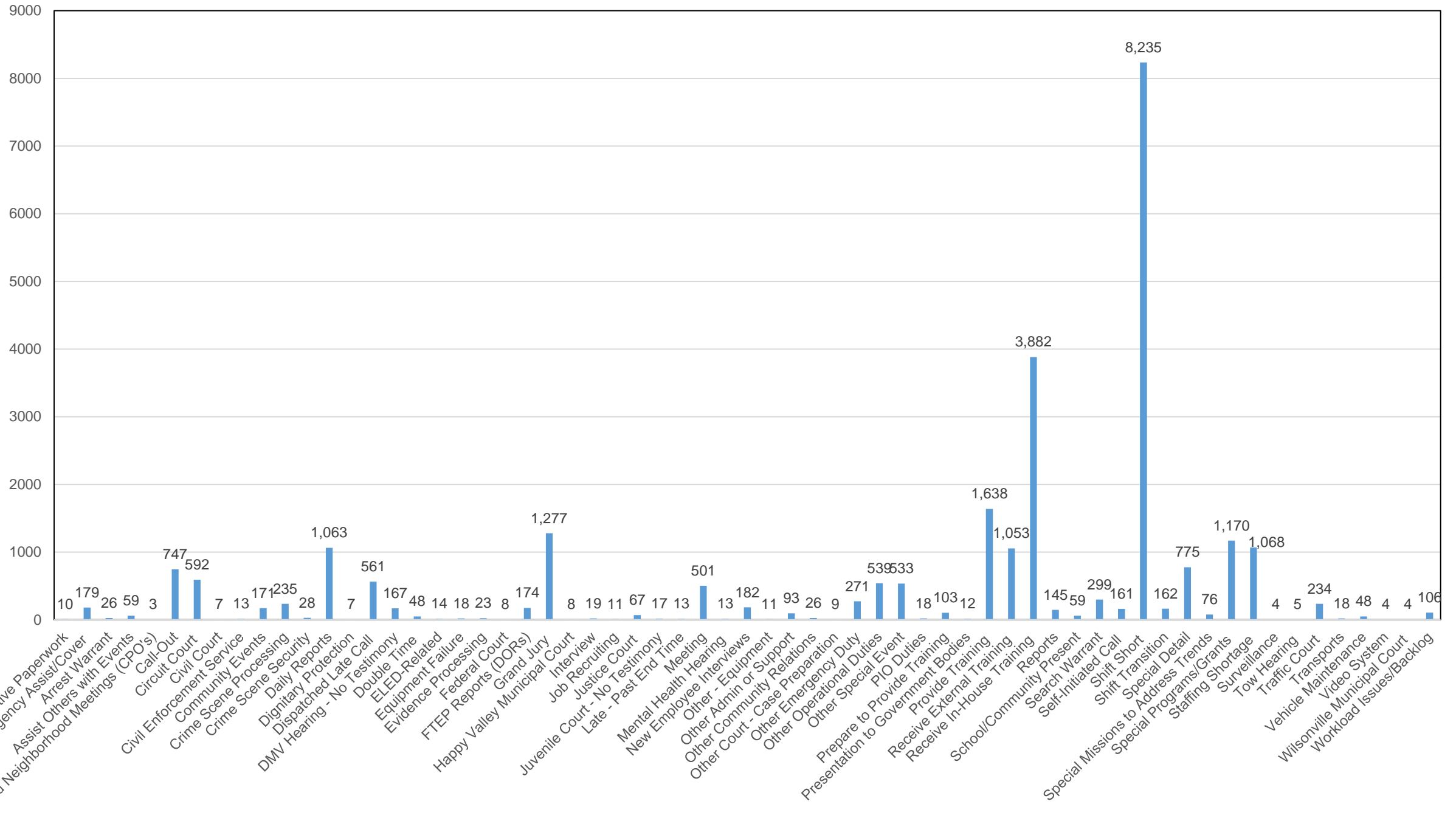
FY 2015-16 ELED Overtime Hours by Category



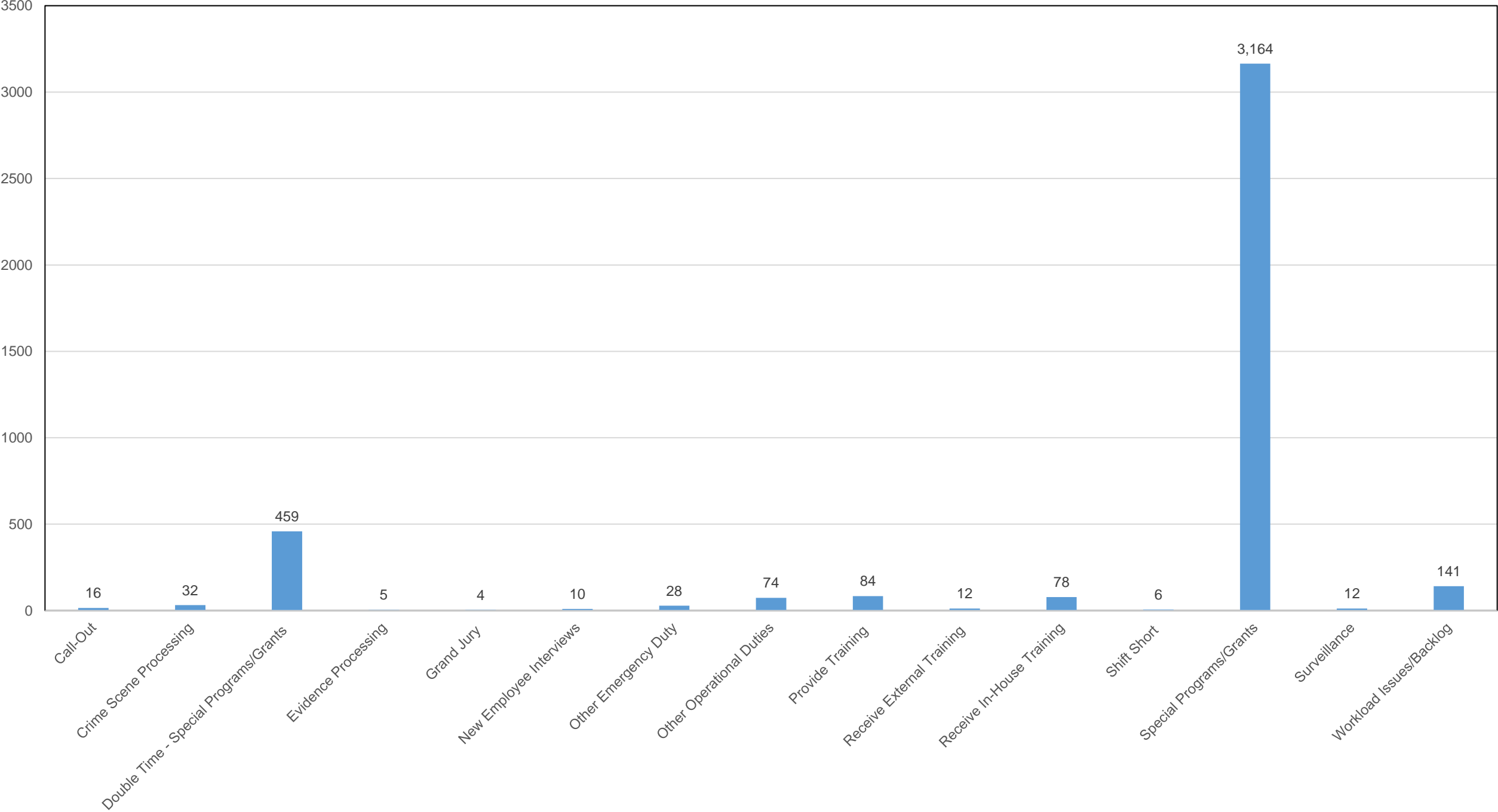
FY 2015-16 Levy Patrol Overtime Hours by Category



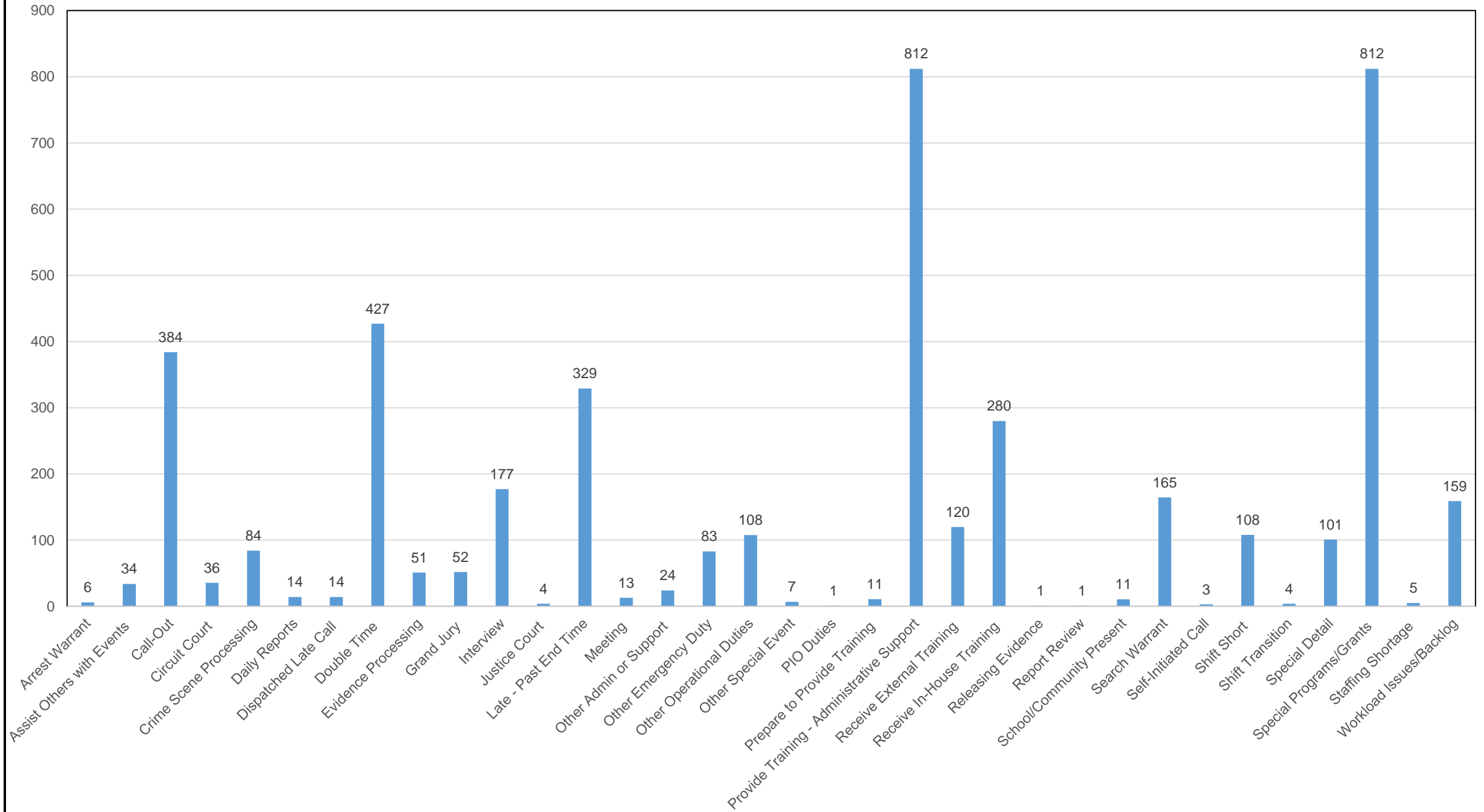
FY 2015-16 Operations Patrol Overtime Hours by Category



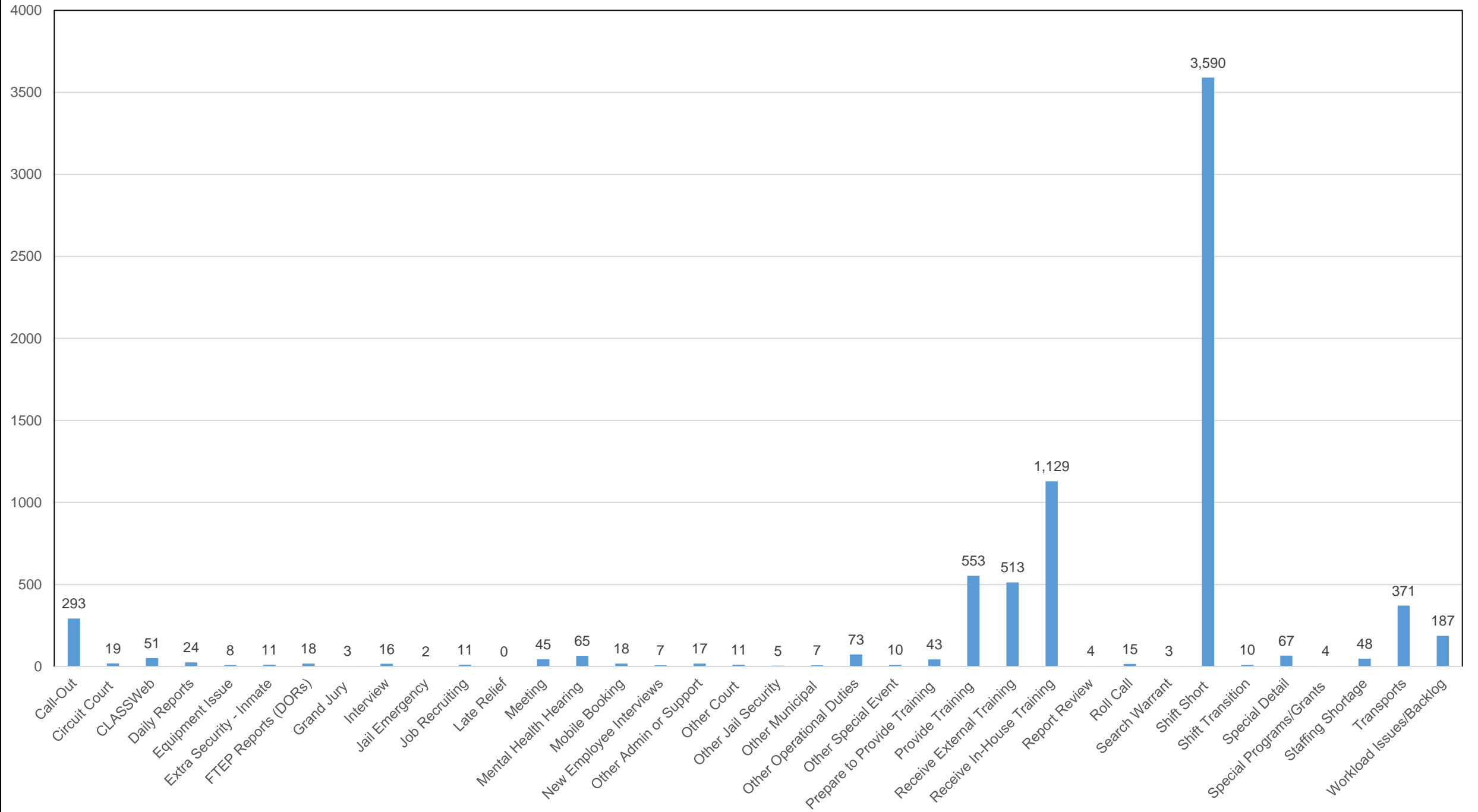
FY 2015-16 Levy Investigations Overtime Hours by Category



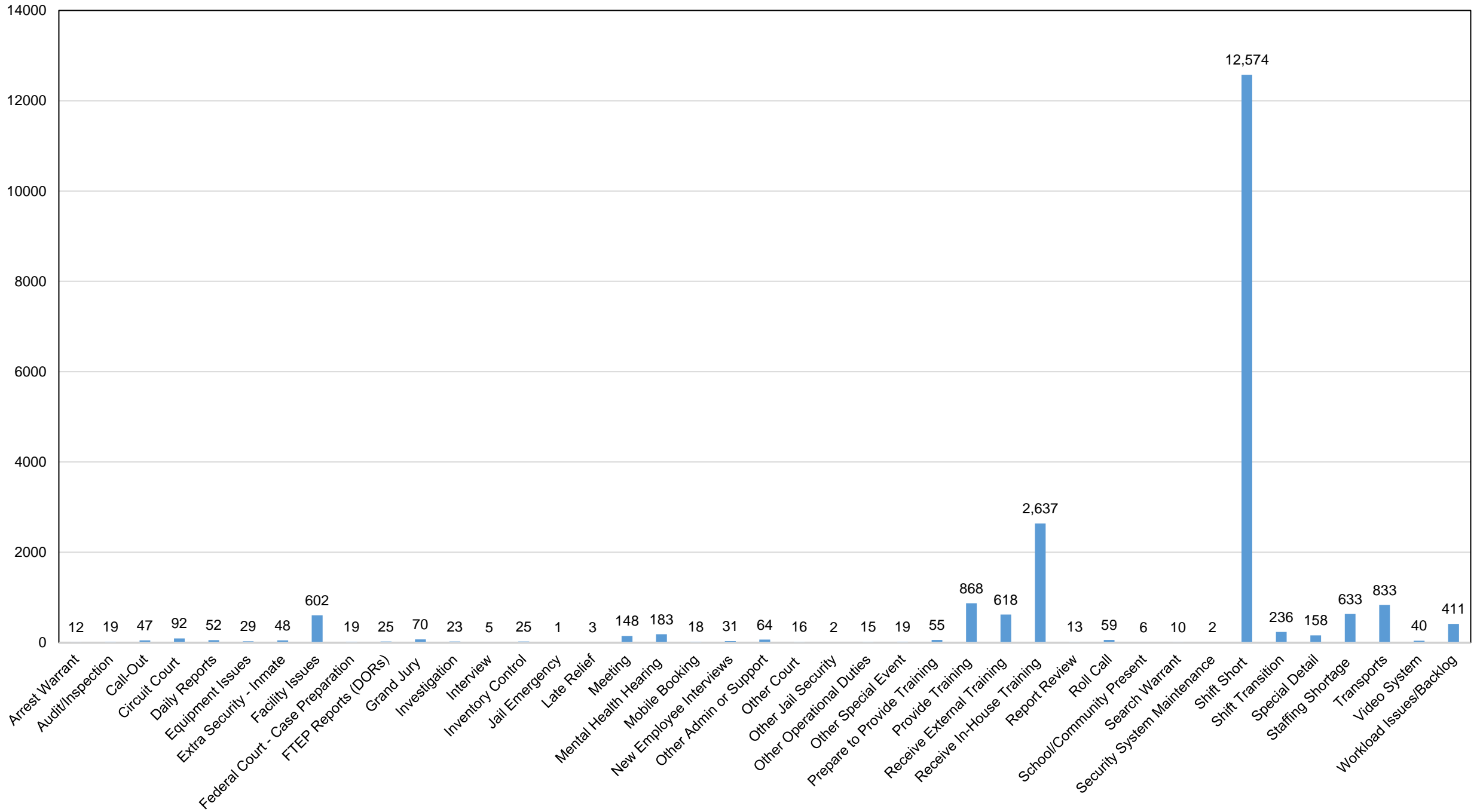
FY 2015-16 Operations Investigations Overtime Hours by Category



FY 2015-16 Levy Jail Overtime Hours by Category



FY 2015-16 Operations Jail Overtime by Category



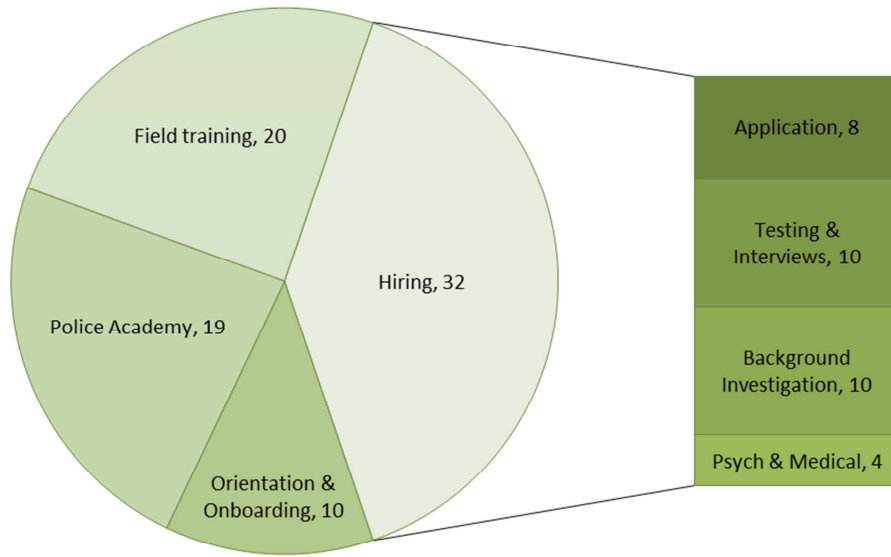
Status of Open Positions

1/12/2017

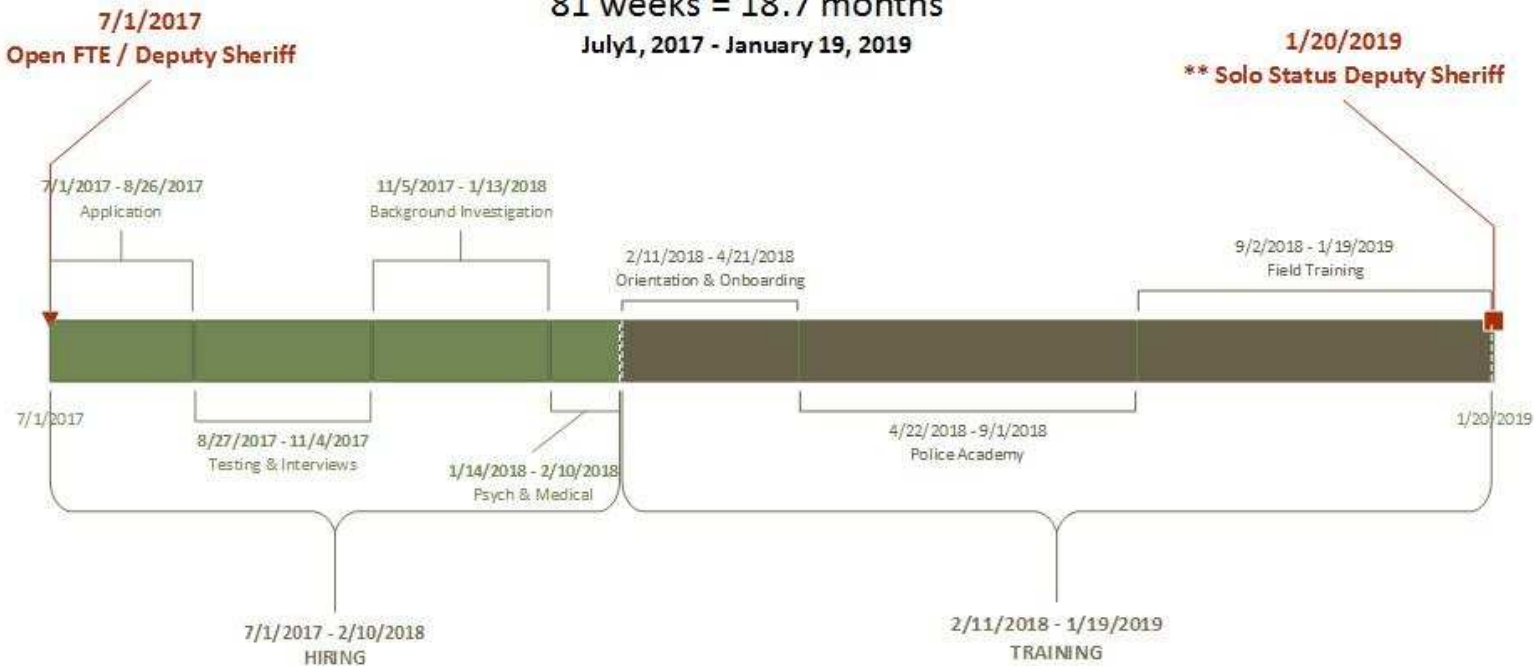
Division/Unit	Pos #	Pending Selections	Status of Pending Selection
PATROL			
Lateral	2928		Conditional Offer
Lateral (Levy)	1785		Conditional Offer
TOTAL	2		
Lieutenant	1250		
Sergeant	1111		
Crime Analyst	2910		
TOTAL	3		
TOTAL PATROL	5		
JAIL			
Lateral	1398		
Lateral	0087		
Lateral	0537		
Lateral	1800		
Lateral	1009		
Lateral	1826		
Lateral	2813		
TOTAL	7		
Sergeant	0812		
TOTAL	1		
TOTAL JAIL	8		
INVESTIGATIONS			
Detective	3044		ON HOLD
Detective (0621)	2321		
Crime Scene Inv	0693		
CFA	1026		
TOTAL	4		
TOTAL INVEST.	4		
CIVIL			
Admin Analyst 1	1718		
Lateral	0906		
TOTAL	2		

TOTAL CIVIL	2		
ADMIN			
Admin Assistant	0480		
TOTAL	1		
TOTAL ADMIN	1		
MISC			
OS2	1865		Starts 1/16
OS2	0705		
Sys Proj Anlyst	1014		
Accountant 1	3474		
Lieutenant	0152		
TOTAL	5		
TOTAL MISC	5		
TOTAL VACANCIES	25		

TOTAL TIME FOR FULFILLMENT OF DEPUTY SHERIFF FTE
81 weeks = 18.7 months



TIMELINE TO FULFILL ONE DEPUTY SHERIFF FTE
81 weeks = 18.7 months
July 1, 2017 - January 19, 2019



**** A Deputy Sheriff FTE created this budget cycle (July 1, 2017) would not be realized before January 20, 2019.**



Attrition: On average (based on 3 most recent hirings) out of 202 applicants only 2 recruits make Solo Status Deputy Sheriff.

THE CLACKAMAS COUNTY SHERIFF'S OFFICE

Hiring, Training and Attrition

HIRING: An average 32-week process to post/open a position, collect and screen applicants for minimum qualifications, review and screen statements of personal history, conduct physical (ORPAT) and aptitude (NTN/ERGO) testing to standards, oral board interviews and internal executive interviews, extensive background investigations, medical and psychological testing for fitness standards.

- Screening for minimum qualifications
- Screen SPH (Statement of Personal History)
- Testing (ORPAT and NTN / ERGO)
- Oral Boards
- Interviews
- Background Investigations
- Psychological and Medical Examinations

TRAINING: An average 49-week process to onboard and orient new recruits, outfit and equip them, conduct County onboarding, and attain required certifications; Complete a DPSST Basic Police Academy; Successfully complete an intensive field training program.

- County onboarding (Benefits/Orientation)
- Uniforms and equipment
- Database training (LEDS, RegJIN, DMV, CLASS)
- Introductory Firearms & Defensive Tactics
- Policy and Procedure review
- 640 hour DPSST Basic Police Academy
- 680 hour FTEP (Field Training and Evaluation Program)
 - 5 phases of training & review
 - 4 Training Officers, 4 Supervisors, 1 Manager
 - 32 daily observable rated training categories
 - Daily, weekly and end-of-phase testing and review

ATTRITION: Approximately 10% of applicants are screened out during screening for minimum qualifications, minimum standards testing for physical aptitude (ORPAT) and mental aptitude testing (NTN/ERGO). Oral Boards and Internal / Executive Interviews screen out about 90% of the remaining applicants. Background investigations, psychological testing and medical testing screen out about 47% of those remaining candidates. The Basic Police Academy and Field Training Programs screen out, on average, 33% of the remaining recruits. On average, only 2 out of every 202 applicants complete hiring and training to a level of Solo Status Deputy Sheriff, approximately 1%.