



Clackamas County Adopted Budget

Fiscal Year 2020-2021



**County Administrator
Gary Schmidt**

**Finance Director
Elizabeth Comfort**

CLACKAMAS COUNTY, OREGON

ADOPTED BUDGET

FISCAL YEAR 2020-2021



Submitted by the

Clackamas County Budget Committee:

Jim Bernard- Chairperson

Shaun Coldwell – Member

Tom Feely - Member

Jan Lee - Member

Jim Bernard – Commission Chair

Sonya Fischer – Commissioner

Kenneth Humberston - Commissioner

Paul Savas - Commissioner

Martha Schrader – Commissioner

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Jian Zhang – Budget Analyst

Priscila Montoya – Budget Coordinator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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Clackamas County

Oregon

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Clackamas County, Oregon**, for its Annual Budget for the fiscal year beginning **July 1, 2019**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to confirm to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Table of Contents

Introduction

| | |
|---|----|
| Budget Message | 7 |
| Budget Policy | 21 |
| Policy on Reserves for Future Expenditures and Contingency..... | 24 |
| Debt Issuance and Management Policy..... | 25 |
| Performance Clackamas – Annual Plan | 29 |

Reader's Guide

| | |
|---|----|
| Budget Document..... | 39 |
| About the County..... | 39 |
| Clackamas County Map | 39 |
| Public Involvement | 41 |
| Financial Structure | 41 |
| Basis of Accounting and Budgeting | 42 |
| Budget Adoption Process..... | 42 |
| Budget Revision Process | 43 |
| County Debt Summary..... | 44 |

Financial Summaries

| | |
|---|----|
| Total Budget Summary..... | 47 |
| Resources by Fund and Category | 50 |
| Requirements by Fund and Category | 51 |
| Requirements by Fund and Department..... | 52 |
| Resources and Requirements by Services for Major Funds..... | 54 |
| Requirements by Service Category Adopted Budget | 56 |
| County Workforce Summary | 58 |
| End of Year Financial Position | 60 |
| Revenue Analysis | |
| Fund Balance | 63 |
| Property Tax Revenue | 63 |
| State, Federal and Local Revenue..... | 64 |
| Fees and Fines, Other Revenue and Licenses..... | 65 |
| Interfund Transfers | 66 |

Budget by Department

| | |
|---|-----|
| Budget by Department Overview | 67 |
| Organizational Chart | 68 |
| Departmental Summary | 70 |
| <i>Performance Clackamas Departments</i> | |
| Department of Finance..... | 71 |
| Department of Transportation and Development..... | 101 |
| Business and Community Services..... | 137 |
| General County Administration and Board of County Commissioners | 179 |
| County Counsel..... | 191 |
| Assessor..... | 201 |
| Clerk | 215 |
| Disaster Management | 227 |
| Technology Services | 235 |
| Public and Government Affairs | 257 |
| Health, Housing, and Human Services | 269 |
| Human Resources..... | 333 |

Table of Contents (Cont'd)

| | |
|--|-----|
| Juvenile | 353 |
| Emergency Communications | 373 |
| Community Corrections | 387 |
| Resolution Services..... | 407 |
| <i>Other Departments</i> | |
| Treasurer | 415 |
| Sheriff | 423 |
| District Attorney | 427 |
| Justice Court | 431 |
| Miscellaneous and Pass-Through Items | 435 |

Budget by Fund

| | |
|--|-----|
| Budget by Fund Overview | 439 |
| General Fund | 441 |
| Special Revenue Funds | 446 |
| County Fair Fund..... | 448 |
| County School Fund | 450 |
| Building Codes Fund..... | 452 |
| Public Safety Local Option Levy Fund | 454 |
| Resolution Services Fund | 456 |
| Business and Economic Development Fund | 458 |
| Disaster Management Fund..... | 462 |
| Law Library Fund..... | 464 |
| Library Services Fund | 466 |
| Parks Fund | 470 |
| Planning Fund | 474 |
| Road Fund..... | 476 |
| Sheriff's Office Operations Fund | 480 |
| Code Enforcement, Resource Conservation & Solid Waste & Onsite Wastewater Prgm Fund..... | 484 |
| Property Resources Fund | 488 |
| Community Corrections Fund | 490 |
| District Attorney Fund..... | 494 |
| Justice Court Fund | 498 |
| Countywide Transportation SDC Fund | 500 |
| Public Land Corner Preservation Fund | 502 |
| Joint Transportation SDC Fund..... | 504 |
| Health, Housing and Human Services Administration Fund | 506 |
| Behavioral Health Fund..... | 508 |
| Social Services Fund..... | 510 |
| Community Development Fund..... | 514 |
| Community Solutions for Clackamas County Fund | 518 |
| Children, Family and Community Connections Fund..... | 520 |
| Dog Services Fund..... | 524 |
| Employer Contribution Reserve Fund | 526 |
| County Safety Net Legislation Local Projects Fund | 528 |
| Public Health Fund | 530 |
| Clackamas Health Center Fund | 532 |
| Transient Room Tax Fund | 534 |
| Tourism Development Council Fund..... | 538 |
| Forest Management Fund | 540 |
| Juvenile Fund | 542 |
| Internal Service and Enterprise Funds..... | 546 |
| Stone Creek Golf Course Fund | 548 |
| Clackamas Broadband Utility Fund..... | 550 |
| Records Management Fund..... | 554 |

Table of Contents (Cont'd)

| | |
|---|-----|
| Facilities Management Fund | 558 |
| Telecommunications Services Fund | 562 |
| Technology Services Fund..... | 566 |
| Central Dispatch Fund..... | 572 |
| Self-Insurance Fund | 574 |
| Risk Management Claims Fund | 576 |
| Fleet Services Fund | 578 |
| Debt Service Funds..... | 580 |
| Clackamas County Debt Service Fund | 582 |
| General Obligation Bond Debt Service Fund..... | 584 |
| Capital Project Funds | 586 |
| DTD Capital Projects Fund (history) | 588 |
| Capital Projects Reserve Fund | 590 |
| Trust & Agency Funds..... | 592 |
| Damascus Successor Private Purpose Trust Fund | 594 |

Capital Projects

| | |
|---|-----|
| Overview..... | 597 |
| Transportation System Planning and Project Programming | 598 |
| 5 Year Capital Improvement Project Table | 601 |
| Funding Sources and Future Projects..... | 604 |
| Table B – Key Projects Matched with Possible Granting Funding Sources | 609 |
| Operating Impacts | 610 |
| DTD 2020/21 CIP Prospectus Summary | 612 |
| All Capital Projects | 614 |

Supplemental Information

| | |
|---|-----|
| 2020-2021 Budget - Adopting Board Order | 691 |
| Glossary of Budget Terms..... | 705 |
| Glossary of Acronyms | 710 |



BUDGET MESSAGE FISCAL YEAR 2020-2021

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

BUDGET COMMITTEE

The Budget Committee is comprised of the Board of County Commissioners and five public members, assisted by County Administration and Finance Staff.

BOARD MEMBERS

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

CITIZEN MEMBERS

Shaun Coldwell
Tom Freely
Anh Le
Jan Lee
Wilda Parks

COUNTY STAFF

Gary Schmidt
County Administrator & Budget Officer

Elizabeth Comfort
Interim Finance Director

Christa Wolfe, Deputy Finance Director

Blaze Riggins
Senior Budget Analyst

Roxann Fisher
Budget Analyst

Jian Zhang
Budget Analyst

Tod Burton
Interim Budget Manager Support

I am pleased to present the Proposed FY 2020-21 Budget for Clackamas County on behalf of the dedicated employees, volunteers, and partners working together to serve our residents. The total Proposed FY 2020-21 Budget for county services is \$892,167,337.

The following graphic displays the proposed budgets by department:

| Public Safety | General Government |
|---|--|
| Sheriff \$ 101,662,422 | Human Resources \$ 72,262,971 |
| Community Corrections \$ 17,403,500 | Finance & Facilities \$ 23,936,185 |
| District Attorney \$ 15,182,445 | Tech Services \$ 20,644,395 |
| Juvenile \$ 12,296,765 | Assessor \$ 8,800,510 |
| Emergency Communications \$ 11,195,666 | County Admin / Board \$ 5,683,359 |
| Disaster Management \$ 3,214,047 | Public & Government Affairs \$ 5,038,930 |
| Justice Court \$ 4,714,256 | County Clerk \$ 4,184,844 |
| Total \$ 165,669,101 | County Counsel \$ 3,031,453 |
| | Resolution Services \$ 1,563,643 |
| | Treasurer \$ 1,115,170 |
| | Non Departmental \$ 177,916,651 |
| | Capital Projects \$ 5,390,081 |
| | Miscellaneous / Pass-Through \$ 40,324,040 |
| | Total \$ 369,892,232 |
| Infrastructure & Community Investment | Health & Social Services |
| Transportation & Development \$ 167,421,486 | Health Housing & Human Services \$ 154,130,065 |
| Business & Community Services \$ 35,054,452 | |
| Total \$ 202,475,938 | Total \$ 154,130,065 |

In addition to the funding above, the Board of County Commissioners oversees seven separate service districts with the following proposed budgets:

- The Development Agency \$ 70,097,874
- Water Environment Services \$ 187,516,693
- North Clackamas Parks & Rec. District \$ 33,048,388
- Library Service District of Clack. County \$ 23,162,315
- Enhanced Law Enforcement District \$ 7,805,376
- Extension and 4-H Service District \$ 9,813,399
- Street Lighting District \$ 4,936,198

Each of these districts prepare a separate budget, which will be adopted by the County Board of Commissioners. For more information on the districts visit <https://www.clackamas.us/budget>

The total budgetary responsibility for all programs and services including the service districts is \$1,228,547,580.

Core Values and Performance Clackamas

The two guideposts for the work that we do and the decisions we make are: our Core Values - SPIRIT - and Performance Clackamas, our strategic plan:

Core Values



Performance Clackamas is a comprehensive system focused on achieving results for our customers. Created in 2014, Performance Clackamas provides a framework for all county departments and offices that is focused on attaining measurable results.

Board Priorities:



The next page articulates the Board's strategic priorities for the next year, along with key metrics, initiatives and related policy perspectives. Additional information related to the metrics can be found in the individual department budgets.

Performance Clackamas County Plan January 2020 Update

Board decisions will be informed by managing for results performance information for ongoing operations.

Grow a Vibrant Economy

- By 2024, 80% of employers within targeted clusters surveyed will report that an adequately trained workforce is available to fill their family wage jobs.
- By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties which meet their particular business needs.
- By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, healthy foods.

Build a Strong Infrastructure

- By 2024, funding for the next Phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, and/or regional funding sources.
- By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources.

Ensure Safe, Healthy and Secure Communities

- By 2024, 80% of victims of domestic violence will not experience further abuse following their initial report.

- By 2025, 1,500 affordable housing units will be developed. These units will be stratified across Area Median Income (AMI) ranges as shown above.

| Lead responsibility | Units | AMI |
|---------------------|-------|---------|
| All County | 700 | 61-110% |
| Mostly HHS | 800 | 0-60% |

* Includes all development by the county and units by various jurisdictions that have committed to Development and Cooperation.

Reduce chronic homelessness as evidenced:

- By 2024, 30% reduction of chronically homeless people on the Coordinated Housing Access waitlist.
- By 2023, 30% reduction in homeless children and youth (24 and under) on the Coordinated Housing Access waitlist.

Honor, Utilize, Promote and Invest in our Natural Resources

- By January 2022, a Climate Action plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.

Build Public Trust through Good Government

- By 2023, build a new County Courthouse.
- By 2021, the county's budget will be 100% tied to results with transparency to the public.

Key Initiatives

- Pollination Policy Initiative, including a Hub to share information to government and private landowners.
- Growing the Mass Timber industry in Clackamas County, which creates family wage jobs.
- Being a catalyst and a convener to stimulate the development of Workforce Housing for those with 60% or less of the Area Median Income.
- Making high speed internet available throughout the County.

Policy Perspectives

- Equity, Diversity, and Inclusion
- Carbon Neutrality, including developing and implementing a Climate Action Plan
- Healthy and Active Lifestyle, guiding housing, transportation, and land use policies and decisions
- Family Stability, including an emphasis on issues of domestic violence, homelessness and workforce development

For further details, please visit <https://www.clackamas.us/performance>

FY 2020-21 Proposed Budget Summary

The table on the following page presents summary data comparing the key resources and requirements of the Amended FY 2019-20 Budget and the Proposed FY 2020-21 Budget. The revenues and requirements summarized on this table are derived from seven county fund types: General, Special Revenue, Internal Service, Enterprise, Debt Service, and Capital Projects. All funds work together to support the county's operations and account for the intended use of the funding source.

| | FY19-20 Amended | FY20-21 Proposed | Percent Change |
|--|--------------------|--------------------|----------------|
| <u>Resources by Category</u> | | | |
| Beginning Fund Balance | 232,172,631 | 200,201,485 | -13.8% |
| Current Revenues | | | |
| Prior Year Revenues | 1,075,164 | 924,985 | -14.0% |
| Taxes | 151,194,866 | 154,190,294 | 2.0% |
| Licenses & Permits | 15,867,852 | 16,284,969 | 2.6% |
| Federal Revenues | 28,025,407 | 28,515,492 | 1.7% |
| State Revenues | 106,208,148 | 101,183,321 | -4.7% |
| Local Revenues | 22,400,200 | 22,415,048 | 0.1% |
| Fees & Fines | 149,082,345 | 147,451,526 | -1.1% |
| Other Revenue | 71,544,781 | 91,713,743 | 28.2% |
| Interfund Transfers | 135,021,064 | 129,286,474 | -4.2% |
| Subtotal Current Revenues | 680,419,827 | 691,965,852 | 1.7% |
| Total Resources | 912,592,458 | 892,167,337 | -2.2% |
| <u>Requirements by Category</u> | | | |
| Personnel Services | 310,332,032 | 312,846,306 | 0.8% |
| Materials & Services | 178,638,424 | 162,981,434 | -8.8% |
| Allocated Costs | 33,106,121 | 32,395,760 | -2.1% |
| Capital Outlay | 52,900,305 | 46,645,844 | -11.8% |
| Subtotal Current Expenditures | 574,976,882 | 554,869,344 | -3.5% |
| Debt Service | 13,858,689 | 15,837,913 | 14.3% |
| Special Payments | 43,120,585 | 22,962,188 | -46.7% |
| Interfund Transfer | 134,646,192 | 129,093,675 | -4.1% |
| Indirect Costs | 7,793,907 | 8,523,477 | 9.4% |
| Reserve for Future Expenditures | 64,751,375 | 87,647,179 | 35.4% |
| Contingency | 73,444,828 | 73,233,561 | -0.3% |
| Total Requirements | 912,592,458 | 892,167,337 | -2.2% |
| Full-Time Equivalent (FTE's) | 2,207 | 2,173 | -1.5% |

Budget Development

In my budget message last year, I highlighted the issue of county expenditures outpacing revenue resulting in the need to make reductions in order to have a stabilized budget. This need for reductions not only continues for FY 2020-21, but is expected for future budget cycles primarily due to rising costs associated with personnel retirement and benefits. Coupled with the financial challenges of COVID-19, this budget may require additional reductions in order to maintain balanced expenditures to realized revenues. While our financial future remains uncertain, we are committed to making thoughtful decisions to best serve the public within available funds.

Overarching Issues/Changes

Impact of COVID-19

The coronavirus pandemic continues to cause significant shifts in the way the County will operate to meet the needs of residents and stakeholders. While our dedicated staff have adapted and continued to serve the public in resourceful ways, the County's funding and expenditure outlook has changed due to the COVID-19 impacts. Below are a few examples:

- Departments updated their FY 2019-20 revenue and expenditures projections, such as known reductions in service levels and funding reductions, to evaluate potential COVID-19 financial impacts. This effort will help inform future planning and budgetary adjustment needs in the coming months
- Due to the significant decline of Transient Room Tax receipts, Tourism and Cultural Affairs has been reduced to two Tourism employees from thirteen
- Lack of revenue for Parks has led to notices of work stoppage for seasonal and part/time staff
- We are anticipating a decline in economic development activities due to the drop in lottery funding

To respond to the uncertainty of revenues, county staff and the Board of County Commissioners are pursuing several avenues to secure additional funding. These include COVID-related reimbursements from the Federal Emergency Management Agency (FEMA), applying for numerous grants such as additional Community Development Block grants, Emergency Shelter grants and other Coronavirus supplemental funding sources. Commissioners and staff continue their intensive lobbying activities for federal and state assistance, including US Treasury CARES funding issued to the state.

Key Revenues

Countywide, tax revenue is expected to increase by 2.0% or \$3.0 million. However, property tax revenue for FY 2020-21 is an increase of 1.7% percent, anticipating increased delinquencies due to the COVID-related impacts. Delinquencies will not be fully known until this fall when tax collections begin and the financial consequences caused by the breadth and duration of the pandemic are more fully understood.

Expenditures

Personnel Services: Total County personnel services are increasing by 0.84% or \$2.6 million. This minimal overall increase to the size of our labor-force is due to a combination of staff count reductions and personnel costs increases. Across the county 34 FTE vacant positions have been eliminated while a

workforce reduction plan was put in place for the Tourism program. The offset of these reductions are an estimated COLA increase of 2.6% and PERS costs. The PERS rate remains flat as this is the second year of our biennial rates. However, PERS contribution rates range from 19.22% of payroll to 27.07% depending on employee hire date and classification. An additional factor to our personnel costs include the County-wide workforce wage study. This study is to comply with the Equal Pay Act and continues to bring positions to a comparable market place compensation pay rate.

Materials & Services: Expenses for proposed FY 2020-21 decrease by 8.8% or \$15.7 million is driven by the County Administrator’s recommended General Fund reductions and other decreases identified by departments county-wide such as tourism and cultural affairs that is dependent on transient room tax. What is included for FY 2020-21 is continued effort in planning and design of the new county courthouse in professional services for \$1.3 million, with 50% of these costs will to be reimbursed by the state.

Allocated costs: FY 2020-21 allocated costs decrease slightly by 2.1% or \$710,000. This is due to true-ups in Technical Services Department for staffing and project related expense assessed to other departments. Other than this adjustment, allocated costs remain flat for the upcoming year.

Capital Outlay: Similarly, county-wide capital outlay reductions of 11.4% or \$6.0 million are reflected in the proposed budget. One significant reduction was the postponement of the OSU building extension project, \$6.1 million. The FY 2020-21 budget, however, includes \$10 million in funding for the transportation maintenance facility. The remainder of funding for this \$30 million facility will be budgeted in the following fiscal year. About \$19.5 million of the facility costs will be debt financed repaid by state highway funds.

Contingency

Board policy requires Contingency to be budgeted at a minimum of 5% of General Fund expenditures. For FY 2020-21, General Fund Contingency is budgeted at \$20.1 million. An additional \$8.4 million of restricted General Obligation bond proceeds resides in Contingency for anticipated future disbursement, as is a \$1.3 million set-aside for Equal Pay Act implementation.

Beginning in FY 2020-21, all General Fund Contingency, formally budgeted in individual departments, will be appropriated in the county’s General Fund. Requests for use of Contingency will go through the normal supplemental budget and Board of County Commissioners approval process. Non-General fund contingency will continue to be budgeted within their respective funds receiving the revenue source.

Reserves

Reserves for future expenditures are budgeted, per Board policy, at a minimum 10% of unrestricted General Fund revenue. The FY 2020-21 budget includes \$17.5 million. An additional \$3 million is held in the General Fund Reserve to help defray future increases in personnel expenses, such as PERS assessments.

County Staffing Comparison

| Budget Year | 2017-2018 Actual | 2018-2019 Actual | 2019-2020 Estimated | 2020-2021 Proposed |
|-------------|---------------------|---------------------|------------------------|-----------------------|
| FTE | 2,099 | 2,171 | 2,207 | 2,173 |

Cost Allocation

The County complies with federal Office of Management & Budget guidelines and regulations to cover most internal service (administrative) costs. This allows County departments to recover indirect administrative costs, or overhead, related to federal grant projects.

Self-Insurance and Benefits Administration

Clackamas County is self-insured for employee health benefits. We must maintain a statutorily required reserve in the event we end self-insurance and pay out the claims. Clackamas County achieved its goal of collecting \$2.5 million over a 3 year period to fully fund these reserves for FY 2020-21.

Charges for service decreased 46% due to this complete funding of the reserves and instituting a "credit" for less predictable revenue that was collected in FY 2018-19. The Benefits Administration Fee model may use one-time credits; the model considers cost increases and decreases as needed.

Elected Officials Compensation

In accordance with ORS 204.112, the Citizen's Compensation Board is responsible to annually evaluate and recommend salary adjustments for the county's elected officials in order to maintain competitive wages with the marketplace while considering internal alignment. To accomplish this goal, the Compensation Board compared the salaries paid to elected officials in Clackamas County with similar positions in comparable jurisdictions, such as Multnomah, Washington and Clark counties, and the City of Portland. The Compensation Board reviewed market comparables and identified salary increases to bring all elected officials' compensation to market parity.

This year, compensation for six positions - Assessor, Clerk, Commissioner, Treasurer, District Attorney and Justice of the Peace fell well below market. An additional recommendation was made for a compensation increase for the Chief Deputy District Attorney.

Based on their analysis, the Compensation Board recommended that the elected officials receive the full individual salary increases. The total fiscal impact of the recommended increases is \$52,499 which is approximately 0.017% of the County's total FY 2019-20 personal services budget.

However, at the April 22nd Budget Committee meeting, members recommended that none of the salary increases be implemented until such time as the County has financially recovered from the impacts of COVID-19. It was noted that all affected elected officials agreed with this recommendation. The Budget Committee requested that the compensation be revisited in October 2020.

Administrator's General Fund Proposed Budget Reductions

As mentioned in last year's budget message, the time for status quo budgets has passed. In anticipation of continued funding challenges, and striving for General Fund stabilization, many departments reduced their expenditures in the current fiscal year. These budget savings were taken into account as further reductions are being proposed in the FY 2020-21 budget to address the expanded gap in funding for basic services along with COVID-19 losses.

It is important to note that we fully expect additional reductions will need to be made during the upcoming fiscal year as we learn about cutbacks from our federal and state funding streams. In the meantime, we are proposing general fund reductions in the amount of \$6.1 million across 12 departments and elected offices to address what we know today.

One of my goals was to minimize employee layoffs and I'm pleased that departments were able to accomplish this. The majority of cutbacks involve reductions in materials and supplies, some service levels, and vacant positions. The table below displays the savings in FY 2019-20 along with the proposed FY 2020-21 reductions.

| Department/Office | FY 19-20 Budget Savings | FY 20-21 Budget Reductions | Description of FY 20-21 Budget Reductions | One-Time/Ongoing | FY 20-21 FTE (all Vacant) |
|----------------------------------|-------------------------|----------------------------|--|------------------|---------------------------|
| Assessment & Tax. | \$931,935 | \$276,577 | <ul style="list-style-type: none"> Reduce materials & supplies (M&S) | One-Time | 0 |
| Business & Comm. Svcs | 0 | \$245,237 | <ul style="list-style-type: none"> Reduce M&S | One-Time | 0 |
| Clerk | \$172,581 | 0 | | | 0 |
| Comm. Corrections | 0 | 0 | | | 0 |
| County Administration | \$268,349 | \$318,605 | <ul style="list-style-type: none"> Eliminate 2 positions and replace with two lower classifications Delay Deputy Administrator hire to 1/21 Reduce BCC travel \$ | Ongoing | 3 |
| County Counsel | 0 | 0 | | | 0 |
| Emergency Communications | 0 | 0 | | | 0 |
| Disaster Management | 0 | 0 | | | 0 |
| District Attorney | 0 | \$316,443 | <ul style="list-style-type: none"> Reduce M&S Eliminate a position | One-Time | 1 |
| Finance | 0 | \$242,554 | <ul style="list-style-type: none"> Reduce M&S | One-Time | 0 |
| Health, Housing & Human Services | 0 | \$1,297,314 | <ul style="list-style-type: none"> Reduce funds for H3S admin & housing PLP Reduce funding for prevention, workforce, and other services Eliminate one crisis position Eliminate flex services Reduce funds for house modifications Reduce temps in clinics Reduce funds to Public Health grants offset by other funding Reduce training funds | Ongoing | 2 |

| Department/Office | FY 19-20 Budget Savings | FY 20-21 Budget Reductions | Description of FY 20-21 Budget Reductions | One-Time/Ongoing | FY 20-21 FTE (all Vacant) |
|------------------------------|-------------------------|----------------------------|--|------------------|---------------------------|
| Human Resources | \$600,613 | \$139,000 | <ul style="list-style-type: none"> Reduce materials & supplies | Both | 0 |
| Justice Court | 0 | 0 | | | 0 |
| Juvenile | \$2,293,673 | 0 | | | 0 |
| Public & Government Affairs | \$5,773 | \$98,850 | <ul style="list-style-type: none"> Reduce community relations services, video production Reduce Newsletter frequency | Ongoing | 0 |
| Resolution Services | 0 | 0 | | | 0 |
| Sheriff | 0 | \$2,000,000 | <ul style="list-style-type: none"> Reduce vehicle purchases Reduce overtime Close 26 jail beds | Both | 6 |
| Technology Services | 0 | \$483,193 | <ul style="list-style-type: none"> Reduce M&S Reduce one position from applications department | Ongoing | 1 |
| Tourism | 0 | \$44,904 | <ul style="list-style-type: none"> Reduce staff hours Reduce Regional Arts & Cultural Council | Both | .6 |
| Treasurer | \$74,498 | 0 | | | 0 |
| Transportation & Development | 0 | \$663,611 | <ul style="list-style-type: none"> Eliminate 2 animal health positions Eliminate 2 planner positions Eliminate .5 office specialist pos. Reduce funds for "Drive to Zero" Change funding split for planner Return portion of marijuana package to support .5 planner | Ongoing | 4.5 |
| TOTAL | \$4,486,807 | \$6,126,288 | | | 18.1 |

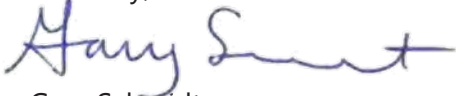
Closing Remarks

Clearly COVID-19 has required the County to work in different ways and I want to publically recognize the dedication of staff in continuing to provide services during this challenging time.

As difficult as it was to put this budget proposal together, I believe the next round of reductions will result in programs being eliminated. I think it's important that the Budget Committee and the public understand that we're at the point that we will not be able to sustain all of the services we provide at their current level. In preparation, I've asked department heads and elected officials to analyze their programs and budgets to be ready for deeper cuts this coming year. We will continue to look for efficiencies and embark on a strategic review of all programs and services to determine the best path forward.

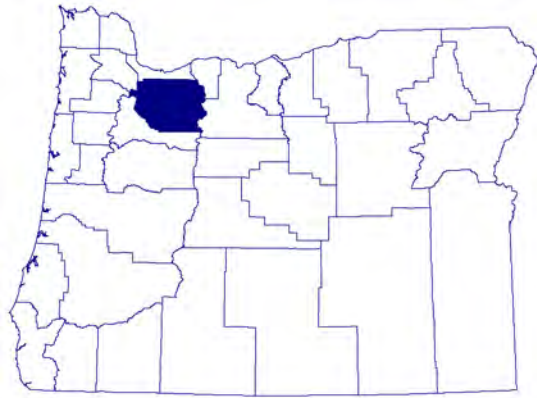
On a final note, I want to thank all of the county staff who engaged in this year's budget development – from elected officials, department directors, budget analysts and program managers to the many staff who created the materials – their commitment to quality work is laudable. I also want to give special recognition to the Finance Department staff – Interim Finance Director Elizabeth Comfort and the budget team for their hard work under these unusual times. Thanks also to the Budget Committee for its continued review of the annual budget from development through approval.

Sincerely,

A handwritten signature in blue ink that reads "Gary Schmidt". The signature is written in a cursive, flowing style.

Gary Schmidt
County Administrator

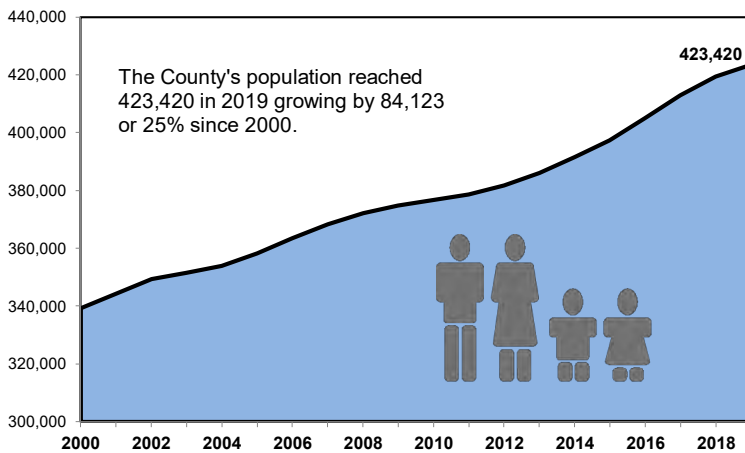
Economic Indicators - Clackamas County



Clackamas County — By the Numbers:

| | |
|-----------------------------|-----------------|
| Land Area: | 1,879 sq. miles |
| City, County & State Roads: | 2,428 miles |
| Persons per sq. mile: | 225 |
| % of National Forest: | 52% |
| 2019 Population: | 423,420 |
| Civilian Labor Force: | 223,761 June/20 |
| Employed Labor Force: | 199,744 June/20 |
| Unemployment Rate: | 10.7% June/20 |
| 2019 Average Industry Wage: | \$54,806 |
| Per Capita Income (2018): | \$42,204 |

Clackamas County Population: 2000-2019



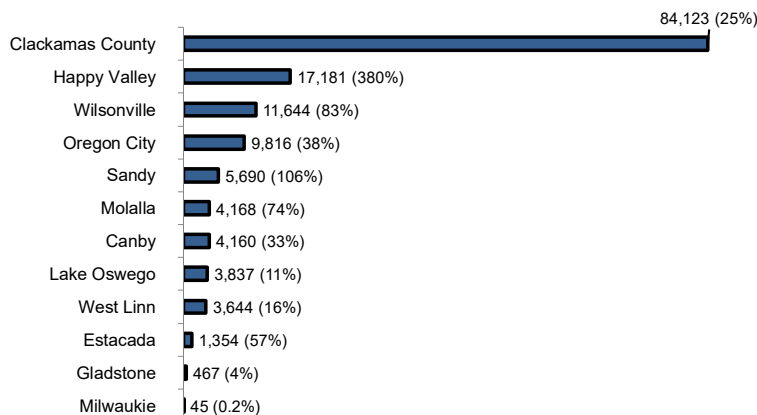
Population

Clackamas County's population reached 423,420 in 2019 and has grown by 25 percent since 2000 adding 84,123 residents.

By 2045, the county's population is projected to reach 566,573 with 23 percent of its population 0-19 years, 22 percent 20-39 years, 27 percent 40-59 years, 19 percent 60-79 years, and 8 percent 80 years or older.

During the last 19 years, the cities that added the most residents included Happy Valley (17,181), Wilsonville (11,644), and Oregon City (9,816). The cities with the highest growth rates during this period included Happy Valley (380%), Sandy (106%), Wilsonville (83%), and Molalla (74%).

Population Growth: 2000-2019 Clackamas County and Incorporated Cities



City Population Estimates - 2019

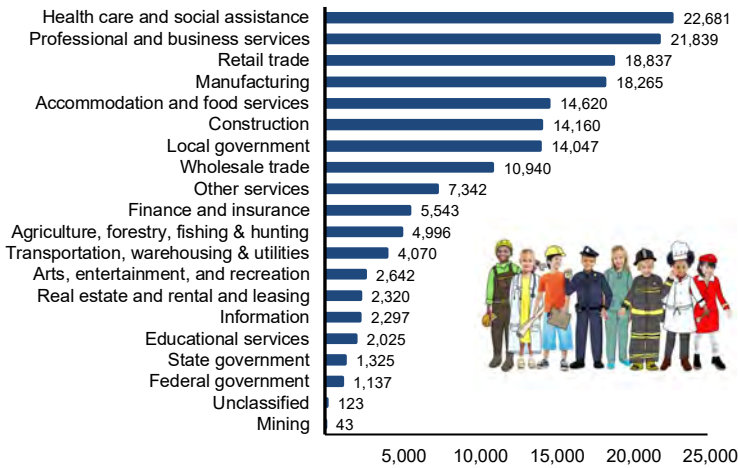
| | |
|--------------|--------|
| Canby | 16,950 |
| Estacada | 3,725 |
| Gladstone | 11,905 |
| Happy Valley | 21,700 |
| Johnson City | 565 |
| Lake Oswego | 39,115 |
| Milwaukie | 20,535 |
| Molalla | 9,815 |
| Oregon City | 35,570 |
| Sandy | 11,075 |
| West Linn | 25,905 |
| Wilsonville | 25,635 |

Source: Population Research Center, PSU, July 1, 2010-2019 estimates

Source: Population Research Center, PSU, July 2019 estimates

Industry and Labor Force

Average Broad Industry Employment, Clackamas County: 2019



Total covered employment in Clackamas County was 169,252 in 2019. This was an increase of 3,226 jobs since 2018.

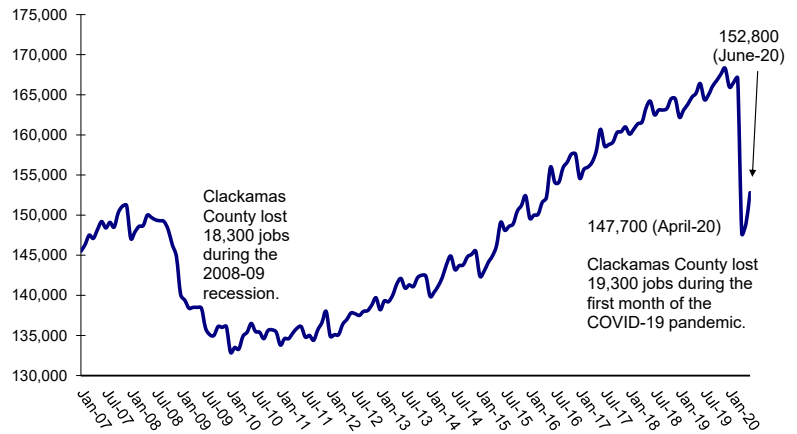
Seven broad industries made up nearly three-fourths (73.5%) of all employment and these industries included health care and social assistance (22,681); professional and business services (21,839); retail trade (18,837); manufacturing (18,265); accommodation and food services (14,620); construction (14,160); and local government (14,047).

During the start of the pandemic, covered employment in the county fell from 167,100 in March to 147,700 in April with a loss of 19,300 jobs. From April to June, the county added back 4,900 or 25 percent of the jobs lost.

The unemployment rate was at 10.5 percent in June 2020; this rate increased by 7.2 percentage points since the lowest unemployment level of 3.3 percent in February 2020.

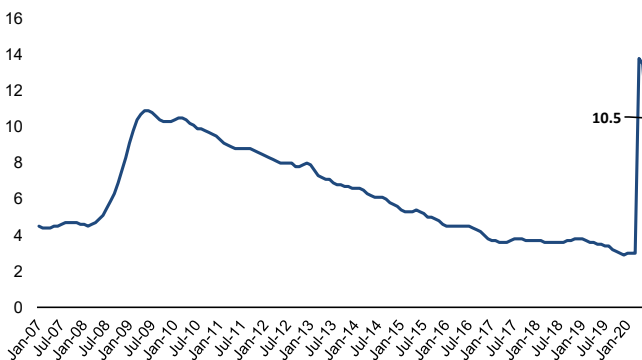
From 2010 to 2020, there has been positive growth in the resident labor force (people working or looking for work) within the incorporated cities in Clackamas County. The cities with the highest growth rate includes Happy Valley at 65.4 percent, followed by Estacada (30.4%), Wilsonville (29.7%), and Sandy (21.8%). Much slower labor force growth was seen in West Linn (8.2%) and Milwaukie (7.7%).

Monthly Nonfarm Covered Employment: Clackamas County January 2007 to June 2020 (by place of business)

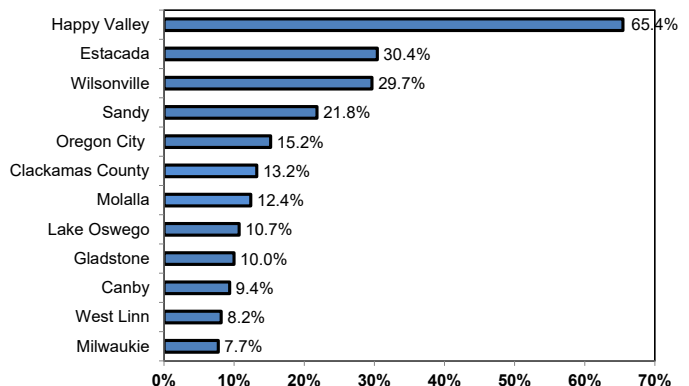


Source: Oregon employment Department, Current Employment Statistics

Clackamas County Unemployment Rate January 2007 - June 2020 (seasonally adjusted)



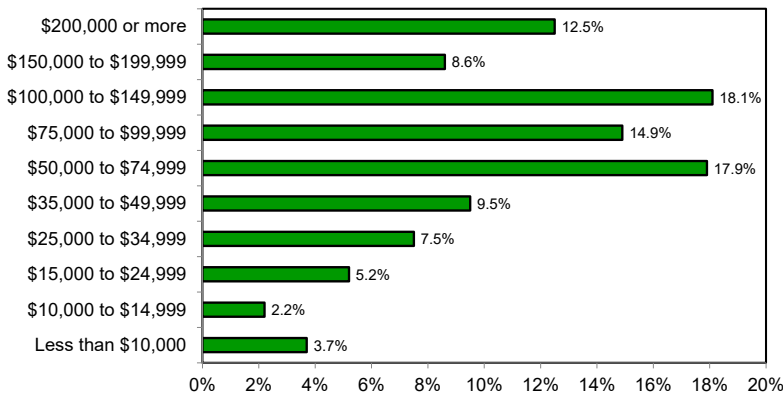
Growth in Size of the Resident Labor Force January 2010 to June 2020



Source: Oregon Employment Department, LAUS

Household Income and Educational Attainment

**Household Income
Clackamas County, 2018
(Median Household Income: \$81,278)**



Source: Census, ACS, 2018 1-Year Estimates, Table DP03

The median household income in Clackamas County during 2018 was \$81,278 compared to \$72,408 a-year-ago.

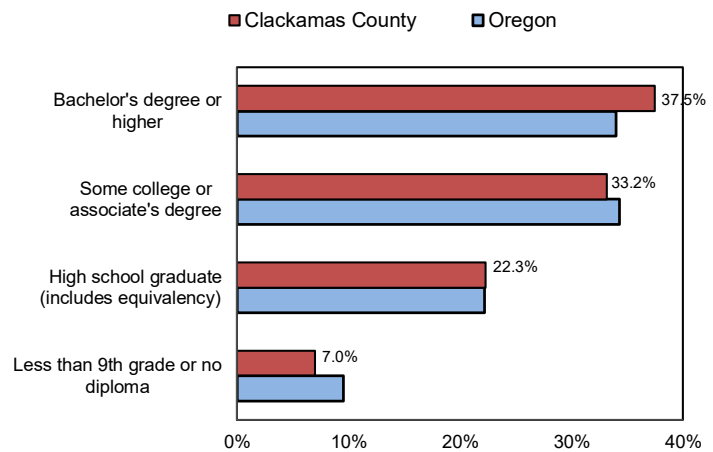
In 2018, 11 percent or 17,701 households had incomes of less than \$25,000. Less than one-fifth (17%) or 26,977 households had incomes of \$25,000 - \$49,999. One-third or 52,003 households had incomes of \$50,000 - \$99,999 and nearly two-fifths (39%) or 62,068 households had incomes of \$100,000 or greater.

Compared to Oregon, Clackamas County had a higher portion of its population (25 years and older) who were college educated with a bachelor's degree or higher (37.5%) in 2018.

On the other hand, the county had a slightly lower portion of its population with some college or associate's degree (33.2%) and a lower portion of its population with less than a 9th grade or no diploma (7.0%).

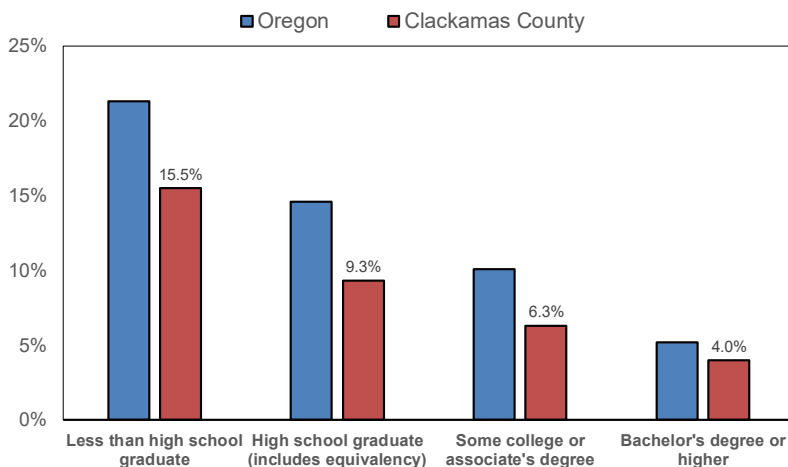
Both the county and state had 22.3 percent of its population with a high school education in 2018.

**Educational Attainment: 2018
(Population 25 years and over)**



Source: Census, 2018 ACS 1-year estimates, Table S1501

Poverty Rate for Population 25+ by Educational Attainment: Clackamas County and Oregon (2018)



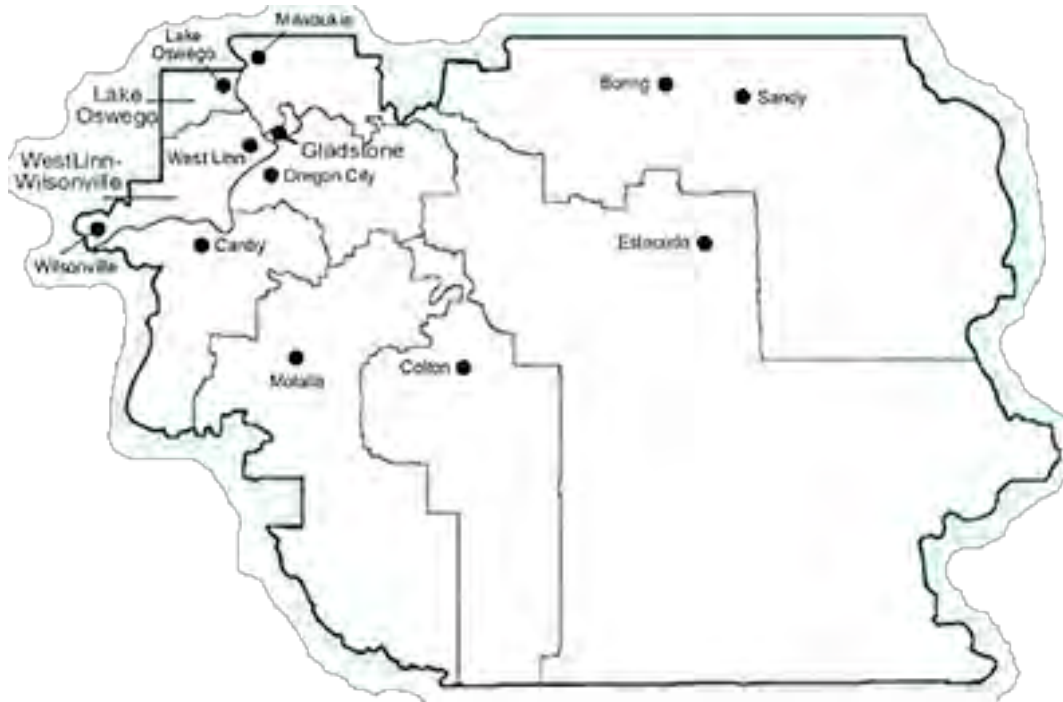
Source: Census, ACS, 2018 1-year estimates, Table S1501

In 2018, the average poverty rate of all people living in Clackamas County was at 7.0 percent compared to 12.6 percent in Oregon.

The level of educational attainment seemed to significantly influence the rate of poverty in the county.

Clackamas County residents with less than a high school education had a much higher poverty rate at 15.5 percent than residents with either a high school diploma (9.3%), some college or associate's degree (6.3%), or a bachelor's degree or higher (4.0%).

Cities in Clackamas County



City Demographic Fast Facts

| 2018 | Median Age | Bachelor's Degree or Higher (25 years and older) | Median Household Income | Mean Travel Time to Work (miles) | People whose income in past 12 months is below the poverty level | Veteran Status | Disability Status | Civilian noninstitutionalized population with health insurance coverage |
|-------------------------|------------|--|-------------------------|----------------------------------|--|----------------|-------------------|---|
| Clackamas County | 41.4 | 36.8% | \$76,597 | 29.0 | 8.5% | 8.7% | 11.7% | 94.4% |
| Canby | 37.8 | 25.9% | \$66,433 | 26.8 | 10.3% | 9.7% | 13.3% | 93.5% |
| Estacada | 33.5 | 14.7% | \$60,893 | 35.6 | 8.3% | 12.8% | 11.7% | 93.5% |
| Gladstone | 38.5 | 25.4% | \$61,045 | 27.1 | 13.3% | 7.8% | 14.8% | 94.2% |
| Happy Valley | 38.9 | 54.6% | \$124,968 | 30.7 | 3.2% | 6.2% | 7.1% | 96.7% |
| Lake Oswego | 47 | 70.1% | \$100,461 | 24.8 | 4.5% | 6.6% | 7.9% | 97.0% |
| Milwaukie | 40.8 | 34.8% | \$63,421 | 26.7 | 10.8% | 7.9% | 13.1% | 94.0% |
| Molalla | 33.7 | 12.9% | \$61,185 | 34.8 | 15.4% | 9.8% | 10.8% | 94.9% |
| Oregon City | 37.9 | 25.5% | \$71,856 | 30.1 | 9.9% | 8.9% | 12.6% | 94.1% |
| Sandy | 34.2 | 17.3% | \$64,296 | 31.8 | 10.9% | 6.8% | 13.4% | 94.9% |
| West Linn | 42.4 | 60.4% | \$104,061 | 28.3 | 5.0% | 7.3% | 9.0% | 97.8% |
| Wilsonville | 35.6 | 44.8% | \$69,043 | 26.6 | 11.0% | 7.4% | 8.8% | 93.5% |

Source: ACS, 2018 1-year estimates, Tables DP02, DP03, and B01002

In 1993, the Board of County Commissioners adopted a resolution encompassing the following budget policies governing Clackamas County operations. Minor updates were incorporated by the Commissioners in 2004. These policies were formulated by the County Administrator and his staff and forwarded to the Board for their approval.

Statement of Philosophy

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

Fees and Charges

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

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

Note: This policy is currently being reviewed.

Capital Improvement Plan

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

Implementation: The Board of County Commissioners approves both a five-year and a twenty-year CIP. The FY 2017-2021 is the current five-year CIP, and the twenty-year CIP runs from FY 2015-2035. Copies of these documents are available upon request.

Capital Outlay Expenditures

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

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

Budget Amendments

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

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

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

Inflation Guidelines

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

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

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

Revenue Policy

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

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

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

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

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

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

Budgeting Fund Balance

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

Budgeting Contingency Amounts

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

1. the amount of the Contingency account will be set annually as an amount or percentage of the total resources budgeted in the fund. The amount or percentage to be used will be set by the Budget Officer to assist in preparing requested budgets, and will be based on the following criteria:

- a. the total resources typically available to the fund compared to the resources needed to fund annual service priorities,
- b. expenditure history in the fund, and
- c. circumstances outside the control of the County.

Use of Contingency

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

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

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

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

Policy on Reserves for Future Expenditures and Contingency

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

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

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

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

II. Budgeted Reserves Policy for the County General Fund:

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

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

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

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

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

III. Other Funds Budgeted Reserves Policy:

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

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

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

Debt Issuance and Management Policy

On November 7, 1996, the Board of County Commissioners adopted a resolution implementing the following debt issuance and management policies for Clackamas County. These policies were written by the County Finance Director, County Counsel and County Treasurer and established roles for each of these officials in the process of issuing debt and in its subsequent repayment, management and reporting.

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

Reason for Issuing Debt

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

Types and Amounts of County Indebtedness

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

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

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

The County will issue debt in amounts authorized by law, sufficient to provide financing for the project or projects, as well as any required reserves and the costs of issuance. Decisions as to whether to capitalize interest will be made on a case by case basis by the Board of Commissioners, based upon the recommendations of the County Treasurer and the Finance Director. Decisions regarding the structure of the issue as to maturities, debt service and redemption provisions will be delegated to the Finance Director by the Board of County Commissioners.

Selection of Professional Assistance for Debt Issuance

The Board of County Commissioners will approve the selection of professional assistance in the issuance of County debt. Compensation to all professional advisors will be negotiated by the County's representatives. Each County official named below will make his/her recommendations to the Board of Commissioners after seeking input from the other officials participating in the debt issuance and management process. Each County official named below will have the opportunity to participate in meetings and review.

1. The Finance Director, County Counsel and County Treasurer will recommend the selection of bond counsel, based on the type of debt to be issued, and the firm's expertise in that type of financing instrument. Recommendation will

be made from a current list of all competent professional legal firms offering bond counsel services in the area, updated yearly.

2. The Finance Director will recommend the selection of a Financial Advisor, based on the type of debt to be issued, and the firm's expertise in that type of financing instrument. Recommendation will be made from a current list of all competent professional firms offering financial advisory services in the area, updated yearly.
3. The Finance Director will recommend the selection of the professional independent advisor in the event that the issue is offered on a negotiated sale basis. Recommendation will be made from a current list of all competent professional firms offering financial advisory services in the area, updated yearly.
4. The Finance Director will recommend the selection of the Underwriter in the event that the issue is offered on a negotiated sale basis. Recommendation will be made from a current list of all competent professional firms offering underwriting services in the area, updated yearly.
5. The County Treasurer will recommend the use and selection of a Paying Agent/Registrar if deemed necessary. Recommendation will be made from a current list of all competent professional firms offering such services in the area, updated yearly.
6. The County Treasurer will recommend the selection of a Trustee, when necessary, to be selected from a list of firms offering such services in the area, updated yearly.
7. The County Treasurer will recommend the selection of a Securities Depository for the debt issued.

Method of Sale

Clackamas County will offer the debt to be issued on terms consistent with market conditions, the project being financed, current County debt rating, issue size and complexity, and any other relevant considerations. The Board of County Commissioners will approve the method of sale based on the consensus recommendation of the Financial Advisor, the Finance Director and the County Treasurer. The debt issue may either be offered as a competitive sale or as a negotiated sale. The County will not offer private placement debt issues, except with commercial banks or similar institutions.

Bond Rating and Interest Costs

The County will maintain a bond rating for its general obligation bonds of A or higher with one of the recognized rating agencies, and will request a rating in advance of any general obligation issue over three million dollars (\$3,000,000) when such action will enhance the salability and lower the interest costs of that debt issue.

Credit enhancements such as bond insurance, reserves for debt service, coverage tests and limitations on additional debt will be considered, and recommendation made by the Finance Director for each issue.

The County will maintain its creditworthiness through sound financial, management, and accounting practices. Additionally, as evidence of these practices, the County will each year strive to maintain its GFOA certification of award for Excellence in Financial Reporting and Excellence in Budgeting.

Refunding and Call Provisions

The County will consider refunding bonds when it is possible to reduce interest costs significantly, when it is desirable to restructure the debt service schedule, or to eliminate unnecessary or excessively restrictive covenants on existing debt. Recommendation to refund bonds will be made by the Finance Director in consultation with the County Treasurer only when a) the present value of interest savings exceeds the present value of the costs to refund the issue, and b) the minimum present value of the savings equals or exceeds 3% of the outstanding balance of the debt considered for refunding, or as allowed by state regulation.

Arbitrage Compliance

The County will comply with any and all federal and state laws and regulations regarding arbitrage earnings and the reporting of arbitrage earnings. The County Treasurer will make all necessary reports to the federal government. The County Treasurer will make a selection recommendation to the Board of Commissioners regarding any professional advisory services required for arbitrage calculation and reporting. The County Treasurer will make reports annually to the Board of Commissioners regarding the County's arbitrage position.

Other Reporting and Disclosures

The County will comply with all disclosure requirements for its debt issues (e.g. Securities and Exchange Commission Rule 15(c) 2-12, and any other disclosure requirements). The County Treasurer, Finance Director and County Counsel will cooperate to assure that the format and schedule of disclosures and reporting are met as specified by the regulatory body requiring disclosure.

Note: This policy is currently being reviewed.



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CLACKAMAS
C O U N T Y

Performance Clackamas

Clackamas County Strategic Plan

January 2020 Update

Commissioner
Sonya Fischer

Commissioner
Ken Humberston

Chair
Jim Bernard

Commissioner
Paul Savas

Commissioner
Martha Schrader

Strategic Priority: Build Public Trust through Good Government

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

Results

- By 2023, build a new County Courthouse
- By 2021, the county's budget will be 100% tied to results with transparency to the public.



Strategic Priority: Grow a Vibrant Economy

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



Results

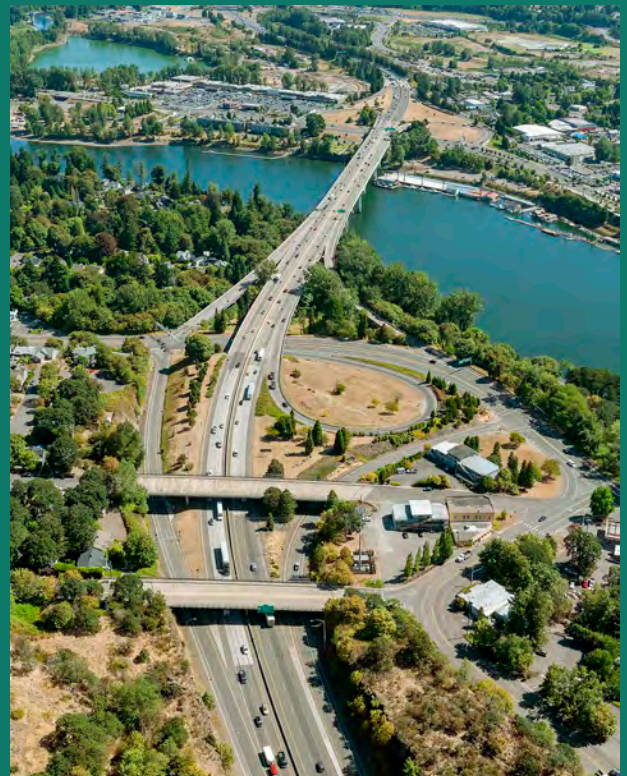
- By 2024, 80% of employers within targeted clusters surveyed will report that an adequately trained workforce is available to fill their family wage jobs.
- By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties which meet their particular business needs.
- By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, healthy foods.

Strategic Priority: Build a Strong Infrastructure

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

Results

- By 2024, funding for the next Phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, and/or regional funding sources.
- By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources.



Strategic Priority: Ensure Safe, Healthy and Secure Communities

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

Results

- By 2024, 80% of victims of domestic violence will not experience further abuse following their initial report.
- By 2025, 1,500 affordable housing units will be developed*. Those units will be stratified across Area Median Income (AMI) ranges as shown above.

| Lead responsibility | Units | AMI |
|---------------------|-------|---------|
| All County | 700 | 61-110% |
| Mostly H3S | 800 | 0-60% |

** Included in the overall count are rehabbed units, and units at various construction phases (Viable, Committed, In Development, and Completed).*

Reduce chronic homelessness as evidenced:

- By 2023, 30% reduction of chronically homeless people on the Coordinated Housing Access waitlist.
- By 2023, 30% reduction in homeless children and youth (24 and under) on the Coordinated Housing Access waitlist.



Strategic Priority: Honor, Utilize, Promote and Invest in our Natural Resources

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

Result

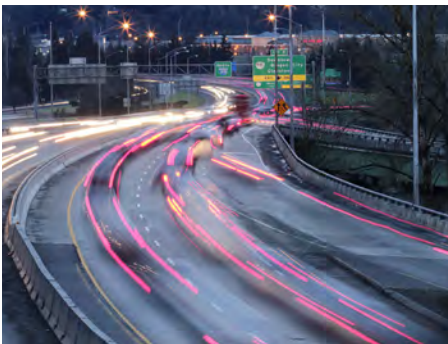
- By January 2022, a Climate Action plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.



Policy Perspectives

Moving forward, four important lenses will be applied to decisions the County makes regarding policy, operations, budget and purchases. Applying these lenses will enhance the strategic results:

- Equity, Diversity, and Inclusion
- Carbon Neutrality, including developing and implementing a Climate Action Plan
- Healthy and Active Lifestyle, guiding housing, transportation, and land use policies and decisions
- Family Stability, including an emphasis on issues of domestic violence, homelessness and workforce development



Key Initiatives

In addition to the Priorities and Results in the Strategic Plan, the County will provide leadership to develop policies and partnerships for Key Initiatives as follows:

- Being a catalyst and a convener to stimulate the development of Workforce Housing for those with 60% or less of the Area Median Income.
- Growing the Mass Timber industry in Clackamas County, which creates family wage jobs.
- Making high speed internet available throughout the County.
- Pollination Policy Initiative, including a hub to share information to government and private landowners.

Board decisions will be informed by managing for results performance information for ongoing operations.

Visit <http://clackamas.clearpointstrategy.com/> to view *Results Dashboard*

Performance Clackamas Results Dashboard

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

Areas of Strategic Focus

Performance period: 2018



Build Public Trust Through Good Government

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



Grow a Vibrant Economy

Clackamas County promotes the future prosperity of county residents.



Build a Strong Infrastructure

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



Ensure Safe, Healthy, and Secure Communities

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



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

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



Customer Service Satisfaction

Clackamas County encourages citizens and businesses to provide valuable feedback.

Department Strategic Plans

As county departments complete the Performance Clackamas strategic planning process, we will make each plan available for review. When the process is complete, the public will have access to real-time reports that show the progress made toward county and department goals.

- Business & Community Services
- County Administration
- County Counsel
- Community Corrections
- Disaster Management
- Finance
- Health, Housing & Human Services
- Human Resources
- Juvenile
- Public & Government Affairs
- Resolution Services
- Technology Services
- Transportation & Development
- Water Environment Services

Visit <https://www.clackamas.us/performance/plans.html> to view department plans in further detail.



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CLACKAMAS
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BUDGET DOCUMENT

The FY 2020-21 budget for Clackamas County is detailed in this Budget Book and contains information regarding the County budget as a whole as well as individual department and fund descriptions and summaries. It is designed to provide budget focus in an easily understandable format and convey summary financial and service level information to increase the reader's understanding of the budget process and the functions of the Clackamas County government. It makes generous use of narrative explanations and graphical displays to enhance readability.

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

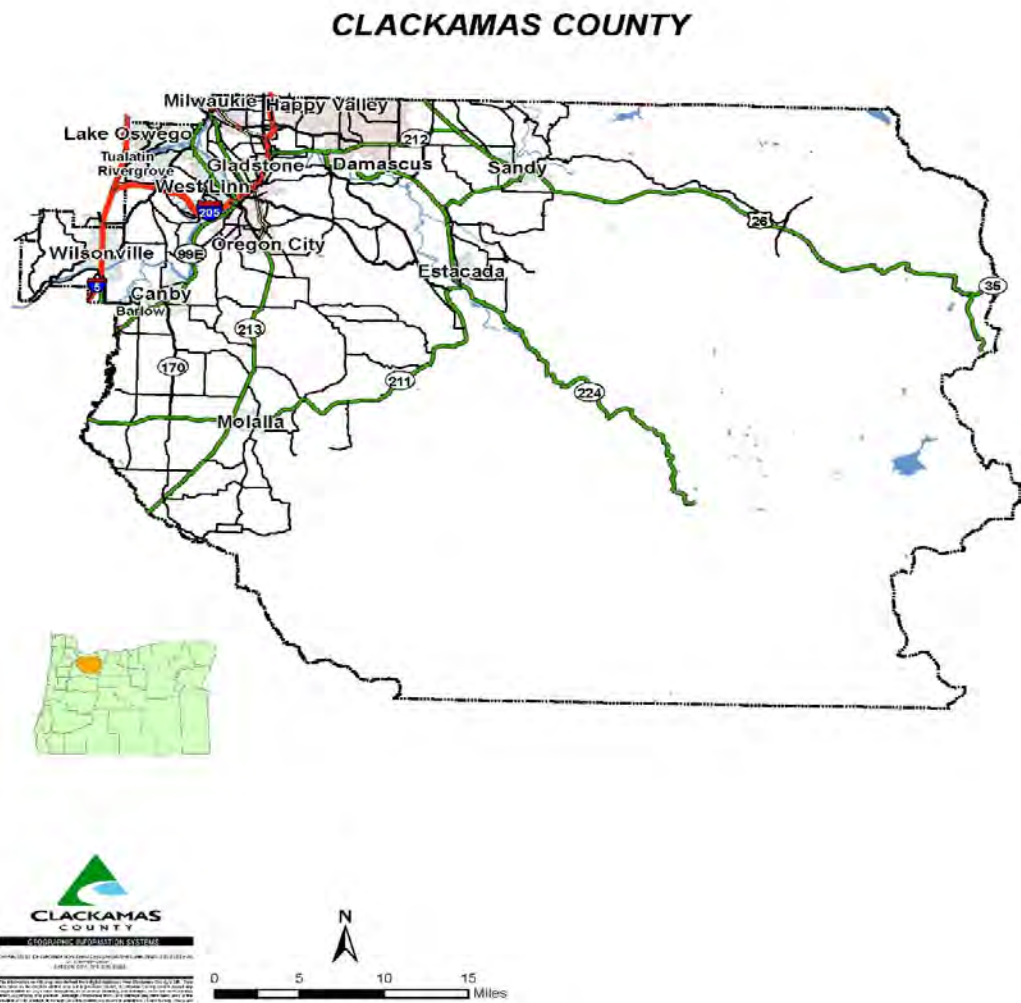
The adopted budget detail is presented both by department and by fund. This format is designed to allow activities to be examined in terms of function-based operations as well as in traditional accounting units. In compliance with Oregon's Budget Law,* the County adopts and monitors the budget by fund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

*Oregon Local Budget Law is set out in the Oregon Revised Statutes Chapter 294.

ABOUT THE COUNTY

Profile of the Government

Clackamas County is one of the three counties comprising the Portland metropolitan area in northwest Oregon. The County originally contained the territorial capital for the Oregon Territory and had boundaries extending east to what is now Montana and Idaho and north into today's British Columbia, Canada. The County is now 1,879 square miles extending east to include Mount Hood, Oregon's tallest peak, south to the Willamette Valley, west to the Willamette River, and north to include some parts of South Portland.



According to the Portland State University Population Research Center, Clackamas County now has a population of 423,420 at the end of 2019. Clackamas County remains one of the more developable parts of the tri-county metropolitan area. As housing prices continue to rise in the Portland metropolitan area, due to low supply and increasing demand, home buyers are looking to urban areas within Clackamas County.

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

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

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

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

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

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

Elected officials have greater autonomy than appointed department heads but must still have their budgets approved by the Budget Committee. In accordance with Oregon Local Budget Law, the committee consists of the Commissioners and an equal number of citizens who review and approve the departmental budgets for each fiscal year. Compensation for elected officials is recommended by the Compensation Board for Elected Officials as part of the annual budget process. The Budget Committee takes into consideration the recommendation of the Compensation Board and approves a level of compensation to be included in the budget and documented in the County's personnel management system. The Commissioners act on those recommendations to set elected officials' salary compensation as they adopt the County budget.

Long Term Planning Efforts and Major Initiatives

In 2014, Clackamas County embarked on a large scale strategic planning effort, emphasizing the relationship between providing budget resources and measurable progress toward declared goals of the governing body and related customer satisfaction. This program, called **Performance Clackamas**, has changed our approach to budget development and

tracking of outcomes so that measurable progress toward Board goals will be provided to County residents. During FY 2019-20 several more departments developed strategic plans and measurements to support performance-based budgets. Departments provide quarterly reports on strategic results to County Administration and annual reports to the Board through the budget process.

An ordinance setting a \$30 per year countywide vehicle registration fee went into effect January 2020. The fee applies to cars, pick-up trucks, vans, and other passenger vehicles registered in the county. Commissioners approved the ordinance following years of analysis and discussions with the community, businesses, and cities in the county. By state law, 40 percent of the revenue will go to cities. Ten percent will collect into a strategic investment fund for the county and cities to fund multi-jurisdictional projects while the remaining 50 percent will be spent by the county on unincorporated areas. Funds will be used to relieve congestion, maintain local roads, and implement safety improvements.

Preliminary design work, funded by the state, is underway to widen the county's major interstate I-205 between OR 213 and Stafford Road. This section creates a bottleneck that causes congestion, crashes, and delays for workers and freight. The projects should reduce congestion, increase safety, and provide enhanced economic development opportunities and freight mobility in the county's Industrial Area.

During the 2017 Oregon Legislative Session, HB 5006 provided the County with \$1.2 million in planning money as initial support for the courthouse replacement. According to a recent consultant's report, the current Courthouse, while historic, lacks capacity and is situated on soil that is subject to liquefaction and landslides in a significant seismic event. Planning has begun and a conceptual rendering has been shared with our project partners. In June 2019 the Oregon Legislature passed a bill authorizing \$31.5 million for construction of the new courthouse. The state funding is contingent upon Clackamas County securing matching funds for the local share of the project.

The County houses a robust Extension and 4-H Program that is funded by a service district passed by voters in 2008. The Extension is overseen in partnership with Oregon State University. Its informal education programs are developed with local citizens to address their needs and solve their problems leveraging the most up-to-date science based on university research. Construction plans are being developed on a new Extension Education Center building on a parcel of land adjacent to the County's campus. The Center will be a showcase for the latest in advanced wood technologies and the first net-zero public building in the county. This, along with the mentioned courthouse project, will bring a great deal more activity to the County which will likely generate additional economic opportunities in the area.

In May 2019 the Board of County Commissioners adopted the Clackamas County Brownfields Land Bank Authority Business Plan. A Land Bank Authority would assist in remediating, redeveloping, and revitalizing brownfields without the liabilities traditionally associated with these properties. Once rehabilitated, these sites can serve as employment lands to meet the needs of expanding or relocating businesses, as sites for new affordable housing developments, or can be turned into community parks or open spaces.

PUBLIC INVOLVEMENT

Citizens are encouraged to become involved in the County's budget process. Public comments are welcome at Budget Committee and Board of County Commissioners meetings. Meeting schedules and a host of other information is available via the County's website which can be found at <http://www.clackamas.us>. Budget information is also available at the County Finance Office, 2051 Kaen Road, Oregon City, and at each Budget Committee meeting. Notices of Budget Committee and Board of Commissioners meetings were published online for FY 2020-21. In addition to budget matters, there are over fifty other advisory boards and commissions working on a wide variety of issues of interest to County citizens. Detailed information about each of these groups can be found online at <https://web3.clackamas.us/abc/abc.jsp>.

FINANCIAL STRUCTURE

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

Clackamas County adopts a balanced budget meaning that the estimate of resources must equal the estimate of requirements for each fiscal year. This means that the sum of expenditures authorized plus the amounts to be held aside for contingencies and reserves must equal the resources available. County policy dictates that if revenues do not come in as anticipated, expenditures must be reduced accordingly. All funds are budgeted in conformance with Oregon Local Budget Law and all funds are appropriated. Contingency is the most common allocation not attributable to a specific

organizational unit. The resolution authorizing appropriation for each fund sets the level by which expenditures cannot legally exceed appropriations. Each budget is prepared with line-item detail but compliance is required only at the level of legal appropriation. The Supplemental Information section of this publication contains a copy of the ordinance adopting the budget accompanied by additional detail showing the legal appropriation level within each fund.

BASIS OF ACCOUNTING AND BUDGETING

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

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

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

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

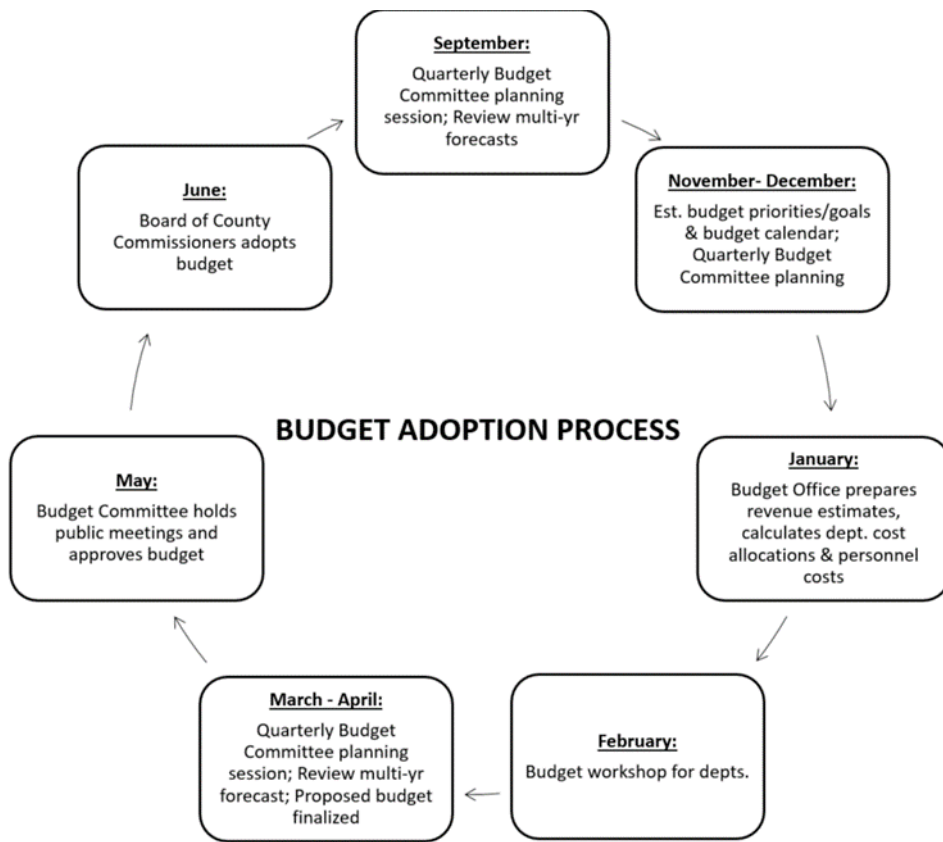
The County maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in Oregon Revised Statutes, Chapter 294 which prescribes the format and content of local government budgets in the state. All of the General Fund, special revenue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

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

BUDGET ADOPTION PROCESS

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

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



Each department submits its complete budget package to the Budget Office. The budget staff reviews the information to verify that all required documents are included; that anticipated revenues balance with expenditures in all funds outside the General Fund; and that any proposed increase in personnel is accompanied by the appropriate new position request/justification. The Budget Manager then reviews all materials and conducts preliminary analysis before review by the County Administrator, the designated Budget Officer.

The County Administrator reviews all budget submissions, proposes revisions where necessary, determines recommended levels of General Fund support, and balances the budget. A meeting is then scheduled with each department head to discuss the budget and any proposed changes.

The Budget Committee is given the responsibility of convening public hearings during which they receive the budget message and budget document, hear public testimony and approve a budget for the County. The County Administrator presents his budget message during the first meeting. At the public meetings, each department head speaks briefly about his or her department’s strategic plan and summarizes the budget request being submitted. The Budget Committee has the opportunity to ask any questions about the requests prior to making decisions on funding levels for each department. Public testimony is heard and the Budget Committee agrees upon an approved budget.

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

BUDGET REVISION PROCESS

Throughout the fiscal year, department staff and the Budget Office monitor budgets. As the year progresses, departments may need to adjust or change the original budget due to unanticipated changes in revenues or to get

approval for redirection of appropriations. The budget may be amended after adoption by any one of four methods. Supplemental budget actions are scheduled as needed to update the budget by allowing for unforeseen circumstances. Oregon Local Budget Law regulates the supplemental process (ORS 294.471).

The Board of County Commissioners may approve the change by resolution during a regular weekly business meeting, providing prior notice has been published. Public testimony is accepted at the hearing if anyone wishes to air concerns regarding the proposed appropriation changes. Oregon Local Budget Law also allows for additional appropriations in special circumstances when new funds are dedicated to a specific purpose (ORS 294.338). The additional appropriations are approved by resolution of the Board at their regular weekly meeting as needed. Budget transfers between categories within a fund are approved by resolution of the Board of County Commissioners. Transfers are processed as needed. Adjustments of line-item appropriations within a budgetary category and organizational unit are also processed as needed. These changes do not require action by the Board of County Commissioners.

COUNTY DEBT SUMMARY

The County follows ORS 287A provisions for limitations on bonded indebtedness. The provision states a county may not issue or have outstanding at the time of issuance general obligation bonds in a principal amount that exceeds two percent of the real market value of the taxable property in the County, or \$76,424,246,000. The County has \$55,255,000 (excluding premium) or 0.072% of general obligation bonds issued as of June 30, 2019. The amount of revenue bonds or full faith and credit bonds permitted by the provision is one percent of the real market value of all taxable property in the county or \$76,424,246,000. The County has full faith and credit obligations of \$80,565,000 or 0.105% of the real market value of all taxable property, and revenue bond obligations of \$114,608,293 or 0.150% of the real market value of all taxable property as of June 30, 2019, and is in compliance with the legal debt margin requirements.

Outstanding general fund debt in the County budget for FY 2020-21 totals \$121,210,000. The annual debt service is less than 2% of the County's total budget and is not a significant constraint on operations.

- 2009 Bonds: In 2009, debt was issued in the amount of \$34,795,000 to finance updating, remodeling, and repurposing facilities used by the Sheriff Department and reimburse project costs at the Development Services Building. The County-owned Brooks Building (formerly known as the Sunnybrook Service Center) was remodeled for use as a central Sheriff's Office in the Clackamas area. At the existing jail, facility improvements, 50 additional beds, and a medical care unit were added. In 2010, a warehouse was purchased adjacent to the Red Soils campus which now houses an evidence processing facility. The outstanding balance is \$19,320,000 and will be refunded in August 2020 at a lower interest rate.
- 2012 Light Rail Bonds: In 2012, Clackamas County issued \$20,080,000 in debt to finance its share of the Portland-Milwaukie Light Rail project. The balance outstanding is \$14,380,000 and will be refunded in August 2020 at a lower interest rate.
- 2012 Refunding Bonds: The County issued debt in 2003 to construct a new Public Services Building and update the Emergency Operations Center located on the County's Red Soils Property in Oregon City. The County also purchased the Public Safety Training Center from Clackamas County Sheriff's Office and other law enforcement agencies as well as a public shooting range. These two issues were refunded in 2012 and this new combined debt has \$14,150,000 outstanding, with final payment due in 2033.
- 2016 GO Bonds: In 2016, the County issued \$59,000,000 in general obligation bonds as approved by voters in May 2016 to finance the replacement of first responders' emergency radio communications system to expand coverage and provide disaster reinforcement. The projected levy will not exceed 10 cents per \$1,000 of assessed value. The outstanding balance is \$52,480,000 and will be repaid in 2031.
- 2018 Refunding Bonds: In 2007, the county issued bonds to build a second building for county offices on the Red Soils property in Oregon City and construct other improvements to the campus as provided for in the Master Plan. The Development Services Building and campus improvements were completed in 2008. The debt was refunded in 2018 to reduce interest expense. The outstanding balance is \$20,880,000 with final maturity in 2027.

The following table summarizes debt service obligations due each year to maturity:

| <u>Fiscal Year of Maturity</u> | <u>Principal</u> | <u>Interest</u> | <u>Annual Debt Service</u> |
|--------------------------------|----------------------|---------------------|----------------------------|
| 2020-21 | \$9,290,000 | \$4,553,609 | \$13,843,609 |
| 2021-22 | \$9,920,000 | \$4,127,848 | \$14,047,848 |
| 2022-23 | \$10,485,000 | \$3,726,501 | \$14,211,501 |
| 2023-24 | \$11,140,000 | \$3,254,202 | \$14,394,202 |
| 2024-25 | \$11,510,000 | \$2,751,548 | \$14,261,548 |
| 2025-26 | \$12,250,000 | \$2,260,091 | \$14,510,091 |
| 2026-27 | \$12,980,000 | \$1,735,612 | \$14,715,612 |
| 2027-28 | \$16,230,000 | \$1,271,105 | \$17,501,105 |
| 2028-29 | \$9,500,000 | \$851,063 | \$10,351,063 |
| 2029-30 | \$7,370,000 | \$540,563 | \$7,910,563 |
| 2030-31 | \$7,805,000 | \$319,463 | \$8,124,463 |
| 2031-32 | \$1,325,000 | \$85,313 | \$1,410,313 |
| 2032-33 | <u>\$1,405,000</u> | <u>\$43,906</u> | <u>\$1,448,906</u> |
| Total | <u>\$121,210,000</u> | <u>\$25,520,824</u> | <u>\$146,730,824</u> |



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CLACKAMAS
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Summary of Resources and Requirements

Total Budget Summary

| | 2017-18 Actual | 2018-19 Actual | 2019-20 Amended | 2019-20 Est Actual | 2020-21 Budget | % Change |
|--------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|--------------|
| Resources by Category | | | | | | |
| Beginning Fund Balance | 227,889,295 | 235,956,791 | 232,172,631 | 234,406,870 | 200,201,485 | -13.8% |
| Current Revenues | | | | | | |
| Prior Year Revenue | 5,710,769 | 1,893,147 | 1,075,164 | 1,505,211 | 924,985 | -14.0% |
| Taxes | 137,783,740 | 148,037,252 | 151,194,866 | 150,372,190 | 154,190,294 | 2.0% |
| Federal Revenue | 22,437,609 | 25,356,414 | 30,505,552 | 27,504,944 | 28,515,492 | -6.5% |
| State Revenue | 89,128,037 | 96,644,269 | 107,047,970 | 100,675,326 | 101,183,321 | -5.5% |
| Local Revenue | 17,771,912 | 20,569,230 | 25,045,563 | 23,095,870 | 23,446,004 | -6.4% |
| Licenses | 17,150,855 | 17,342,297 | 15,867,852 | 16,732,034 | 16,284,969 | 2.6% |
| Fees & Fines | 120,942,437 | 123,464,358 | 149,769,266 | 135,945,614 | 147,451,526 | -1.5% |
| Other Revenue | 96,855,948 | 75,201,942 | 69,003,826 | 69,146,493 | 90,682,787 | 31.4% |
| Interfund Transfers | 121,074,266 | 128,308,952 | 135,021,064 | 132,341,389 | 129,286,474 | -4.2% |
| Subtotal Current Revenues | 628,855,573 | 636,817,861 | 684,531,123 | 657,319,071 | 691,965,852 | 1.1% |
| Total Resources | 856,744,868 | 872,774,652 | 916,703,754 | 891,725,941 | 892,167,337 | -2.7% |
| Requirements by Category | | | | | | |
| Current Expenditures | | | | | | |
| Personnel Services | 248,877,077 | 267,300,984 | 311,025,925 | 291,043,771 | 312,846,306 | 0.6% |
| Materials & Services | 161,163,419 | 146,826,563 | 181,901,278 | 151,999,237 | 162,981,434 | -10.4% |
| Allocated Costs | 35,111,886 | 36,145,851 | 40,973,365 | 40,537,621 | 40,919,237 | -0.1% |
| Capital Outlay | 9,887,604 | 17,749,816 | 52,900,305 | 25,614,909 | 46,645,844 | -11.8% |
| Subtotal Current Expenditures | 455,039,986 | 468,023,214 | 586,800,873 | 509,195,538 | 563,392,821 | -4.0% |
| Debt Service | 14,828,209 | 13,640,760 | 13,858,689 | 13,858,689 | 15,837,913 | 14.3% |
| Special Payments | 29,845,614 | 27,681,279 | 44,712,403 | 36,163,360 | 22,962,188 | -48.6% |
| Interfund Transfers | 121,074,267 | 128,308,952 | 134,728,242 | 131,988,031 | 129,093,675 | -4.2% |
| Reserve for Future Expenditure | - | - | 64,751,375 | - | 87,647,179 | 35.4% |
| Contingency | - | - | 71,852,172 | - | 73,233,561 | 1.9% |
| Ending Fund Balance | 235,956,792 | 235,120,447 | - | 200,520,323 | - | |
| Total Requirements | 856,744,868 | 872,774,652 | 916,703,754 | 891,725,941 | 892,167,337 | -2.7% |
| Full-Time Equivalents (FTE's) | 1,916 | 1,978 | 2,207 | 2,207 | 2,173 | -1.5% |

A summary of Clackamas County's financial resources and requirements over the last four years is shown on the previous page. Audited revenues and expenditures are available for FY2017-18 and FY 2018-19. For FY 2019-20, both the amended budget and estimated actual resources and expenditures are shown. Finally the adopted budget for FY 2020-21 is presented. Since both actual data and budgets are shown on the previous page, it is important to be careful when comparing them. Budgets represent planned or anticipated activity; they are totals not to be exceeded. As the Beginning Fund Balance line indicates, not all resources are spent during a year. Actual expenditures will always be less than budgeted expenditures.

The Clackamas County budget for FY 2020-21 totals \$892.2 million, which amounts to a decrease of \$24.5 million from the FY 2019-20 amended budget. This general overview is intended to provide brief explanations of the major categories reported and highlight significant changes with particular attention to differences between the two budget columns. More complete information about resources and expenditures as they relate to particular departments and funds is presented throughout the subsequent sections of this book.

Beginning Fund Balance is the unspent dollars and savings from the previous year. It is a critical safety net for the County as it includes the reserves, which are a measure of financial strength and ability to meet future challenges and withstand emergencies. Preservation of fund balance reflects ongoing efforts on the part of County to curtail spending to preserve resources. Variations occur from year to year. For FY 2020-21, fund balance is \$200.2 million is 13.8% lower than FY 2019-20 when Interfund Transfers have been factored out.

Property Tax revenue is projected to only increase \$3.0 million, or 2.0%, for FY 2020-21 due to the annual growth limit for property tax on unchanged properties in Oregon of 3%, less a reduction for estimated Covid-19 impacts. (During periods of robust construction, additional property tax revenue generated by new development can add another 2% to 3% to growth.)

Federal Revenue is expected to decline by nearly \$2.0 million, or 6.5%, with minor reductions across many of the Health, Housing, and Human Services Department.

State Revenue an important but variable resource for the County, is expected to decrease by \$5.9 million or 5.5% during FY 2020-21. The largest beneficiary of state support is the Health, Housing and Human Services funds.

Local Revenue a smaller but still important resource, is budgeted to decrease by \$1.6 million or 6.4% due to Covid-19 impacts and temporary closing of various County facilities and services, including transient room tax.

License Revenue is generally consistent from year to year. It is expected to generate \$16.2 million in FY 2020-21 which is 2.6% more than was budgeted in FY 2019-20. This category was higher than usual in FY 2018-19 due to increased construction activity. Typically the largest inflows to this category come from building permits and other development-related charges. The Licenses category includes system development charges which help pay for transportation capacity improvements necessitated by new development. Cable franchise fees and waste management service fees are also included in this category.

Fees and Fines are budgeted to increase \$11.5 million or 8.5%. A significant portion of the revenue in this category comes from cost allocations through which County departments bill each other for the services they provide. Also in this category are recording fees collected in the County Clerk's office, dispatching fees in Emergency Communications, client fees in Community Health, greens fees at Stone Creek Golf Course, and fines imposed by the Clackamas County Justice Court. The Clackamas Health Center anticipates FY 2020-21 to increase by \$4.9 million, 15.1% greater than FY 2019-20 year end projections.

Other Revenue a category that includes proceeds of debt issues and payroll reimbursements from other Clackamas agencies, increased by \$21.7 million primarily due to the planned August 2020 debt issuance for road related infrastructure improvements.

Interfund Transfers are moneys sent from one County fund to another. This category decreased by \$5.7 million for FY 2020-21 primarily due to the postponement of the Oregon State University (OSU) building extension project (\$6.1 million). Transfers to pay for planned capital projects usually account for most of the fluctuations from year to year. Most Interfund Transfers originate in the General Fund and are disbursed to support operations in other funds. The majority

goes to public safety; including \$65.0 million (56%) to Sheriff's Fund, \$11.6 million (10%) to District Attorney's Fund, \$9.3 million (8%) to the Juvenile Fund, and Health, Housing and Human Services funds receive over \$10 million (9%) of the General Fund support to their operations.

Personnel Services shown in the discussion of Requirements by Category, are budgeted to increase \$1.8 million or 0.6%. The FY 2020-21 budget reduces 34 full-time equivalent positions. Countywide changes in personnel are discussed in the Financial Summaries section and in greater detail as they relate to specific work units in the Budget by Department section. Budgets for Personnel Services almost always exceed actual expenditures due to vacancies that occur during the year.

Materials and Services (M&S) are budgeted to decrease \$18.9 million or 10.4% compared to the prior year's budget. This is the result of careful tightening of the budget and intentional reduction of projected expenditures. The Materials and Service category is impacted by many factors, such as; personnel levels and weather related expenditures.

Allocated Cost is the spending category through which county operations charge each other for services such as payroll processing, computer support and facilities maintenance. Allowable costs are calculated in compliance with federal requirements making some services eligible for reimbursement from grant funds. For FY 2020-21 total allocated costs remain flat at \$40.9 million.

Capital Outlay is anticipated to decrease by \$6.3 million or 11.8% in FY 2020-21 as projects are delayed. This category includes both capital purchases such as vehicles and capital projects such as bridge construction. Budgets in this category typically exceed actual costs as they are established at a level that provides sufficient authorization to allow work to proceed under the most favorable possible conditions during the construction season. Project funds not used by year end can be re-budgeted for continuation the following year.

Debt Service increased \$2.0 million to reflect an August 2020 road infrastructure debt issuance which will also refinance some existing debt at a lower interest rate.

Special Payments of \$23.0 million in FY 2020-21 is a budgetary category used primarily for payments to other organizations for which goods or services are not received in return, and year-over-year variances will occur as projects are undertaken and completed. In FY 2019-20 this category was high due to a carryover of included reimbursements to local governments for upgrade and improvement expenditures.

Interfund Transfers expense category, budgeted at \$129.3 million in FY 2020-21, is essentially the mirror image of the Interfund Transfers revenue category. This category records the paying fund's expense to send the money to the receiving funds.

Reserves and Contingency are two requirement budget categories. Reserves are funds set aside for future use and not intended to be spent during the current fiscal year. Reserves increased in FY 2020-21 by \$22.9 million primarily due to receipt of bond proceeds that will be expended in FY 2021-22. Contingencies are also funds set aside, but they are considered available if needed for unforeseen circumstances that may arise in the current year.

Ending Fund Balance appears only for years showing actual expenditures. This line reflects total money received but not spent. It shows up as a resource the subsequent year in Beginning Fund Balance. A more detailed discussion of Fund Balances can be found in the Revenue Analysis section.

Resources by Fund and Category 2020-2021 Adopted Budget

| FUNDS | Taxes (1) | Federal Revenue | State Revenue | Local Revenue | Licenses & Permits | Fees, Fines & Chg Svcs | Other Revenue | Interfund Transfers | Prior Year Revenue | Beg Fund Balance | Adopted Budget |
|--|--------------------|-------------------|--------------------|-------------------|--------------------|------------------------|-------------------|---------------------|--------------------|--------------------|--------------------|
| General Fund | | | | | | | | | | | |
| General Fund | 136,279,011 | 711,820 | 7,122,600 | 299,568 | 1,963,827 | 16,642,748 | 25,213,456 | 3,521,227 | - | 49,078,525 | 240,832,782 |
| Sub-Total | 136,279,011 | 711,820 | 7,122,600 | 299,568 | 1,963,827 | 16,642,748 | 25,213,456 | 3,521,227 | - | 49,078,525 | 240,832,782 |
| Special Revenue Funds | | | | | | | | | | | |
| County Fair Fund | - | - | 53,167 | 4,000 | - | 562,500 | 997,800 | 507,454 | - | 252,393 | 2,377,314 |
| Building Codes Fund | - | - | - | - | 7,453,740 | 224,780 | 252,519 | - | - | 8,267,729 | 16,198,768 |
| Resolution Services Fund | - | - | 70,000 | 500 | 28,000 | 730,395 | - | 627,123 | - | 107,625 | 1,563,643 |
| Business & Economic Dev Fund | - | - | 2,000,000 | - | 10,000 | 1,119,307 | 35,000 | 100,000 | - | 3,329,796 | 6,594,103 |
| Disaster Management Fund | - | 844,613 | - | - | - | 40,000 | 4,000 | 1,828,108 | - | 497,326 | 3,214,047 |
| Law Library Fund | - | - | - | - | - | 3,000 | 337,599 | - | - | 221,417 | 562,016 |
| Library Services Fund | - | - | 9,024 | 2,945,889 | - | 283,300 | 788,185 | 2,352,038 | - | 4,703,304 | 11,081,740 |
| Parks Fund | - | 1,350 | 574,000 | 730,000 | - | 1,130,186 | 46,600 | 361,711 | - | 439,521 | 3,283,368 |
| Planning Fund | - | - | - | 396,400 | 110,000 | 879,310 | 17,550 | 2,176,932 | - | 1,835,831 | 5,416,023 |
| Road Fund | - | 3,539,093 | 38,005,080 | 901,635 | 145,000 | 14,547,283 | 20,095,780 | 3,672,243 | - | 26,785,682 | 107,691,796 |
| Sheriff Fund | 12,855,196 | 951,700 | 391,000 | 10,986,082 | 575,000 | 2,507,660 | 6,857,429 | 65,093,998 | - | 1,444,357 | 101,662,422 |
| Code Enforce, Resource Cons&Solid Waste | - | - | 45,000 | 633,717 | 2,108,000 | 1,354,310 | 129,600 | 279,844 | - | 2,675,051 | 7,225,522 |
| Property Resources Fund | - | - | - | - | - | 400,000 | 515,000 | - | - | 2,400,082 | 3,315,082 |
| Community Corrections Fund | - | 425,688 | 9,151,547 | 140,000 | - | 766,275 | 138,617 | 4,848,763 | - | 1,932,610 | 17,403,500 |
| District Attorney Fund | - | 2,075,462 | 815,404 | - | - | 330,973 | - | 11,557,337 | 305,665 | 97,604 | 15,182,445 |
| Justice Court Fund | - | - | - | - | - | 4,010,950 | 25,000 | - | - | 678,306 | 4,714,256 |
| Transportation SDC Fund | - | - | - | - | 2,000,000 | 11,000 | 208,500 | 2,510,000 | - | 14,021,678 | 18,751,178 |
| Public Land Corner Preserv Fund | - | - | - | - | - | 700,000 | 11,000 | - | - | 907,855 | 1,618,855 |
| Health, Housing & Human Svcs Admin Fund | - | - | - | - | - | 1,330,832 | - | 1,724,345 | - | 1,012,390 | 4,067,567 |
| Clack Behavioral Health Fund | - | 1,531,585 | 14,938,432 | - | - | 1,272,033 | 600 | 806,401 | - | 8,580,519 | 27,129,570 |
| Social Services Fund | - | 6,439,441 | 18,099,832 | 410,007 | - | 3,287,885 | 145,000 | 3,073,266 | - | 5,391,849 | 36,847,280 |
| Community Development Fund | - | 4,882,191 | - | 940,000 | - | 342,500 | 655,000 | 40,781 | 606,146 | 557,528 | 8,024,146 |
| Children, Youth & Families Fund | - | 2,125,636 | 3,544,423 | 382,500 | - | 340,000 | 30,000 | 2,433,379 | - | 1,509,535 | 10,365,473 |
| Dog Services Fund | - | - | - | - | 579,070 | 73,730 | 34,950 | 1,535,517 | - | 1,091,431 | 3,314,698 |
| Public Health Fund | - | 1,442,268 | 2,071,393 | 1,424,121 | 1,273,332 | 2,661,726 | 22,600 | 2,122,720 | - | 1,556,170 | 12,574,330 |
| Clackamas Health Centers Fund | - | 2,728,650 | 608,717 | 1,350,000 | - | 37,477,069 | 222,635 | 518,909 | - | 12,215,719 | 55,121,699 |
| Employer Contribution Res Fund | - | - | - | - | - | - | - | - | - | - | - |
| Cty Safety Net Legislation Local Proj Fund | - | - | - | - | - | - | - | - | 13,174 | - | 13,174 |
| Transient Room Tax Fund | - | - | - | 1,683,385 | - | - | - | 901,046 | - | 882 | 2,585,313 |
| Juvenile Fund | - | 128,264 | 1,508,102 | 83,288 | - | 54,484 | - | 9,467,000 | - | 1,055,627 | 12,296,765 |
| Forest Mgmt Fund | - | 87,731 | - | - | - | 1,900 | 850,100 | 45,000 | - | 3,404,207 | 4,388,938 |
| Sub-Total | 12,855,196 | 27,203,672 | 91,885,121 | 23,011,524 | 14,282,142 | 76,443,388 | 32,421,064 | 118,583,915 | 924,985 | 106,974,024 | 504,585,031 |
| Internal Svc & Enterprise Funds | | | | | | | | | | | |
| Stone Creek Golf Course Fund | - | - | 150,000 | - | - | 2,850,000 | 12,000 | - | - | 1,001,907 | 4,013,907 |
| Clackamas Broadband Utility Fund | - | - | - | - | 39,000 | 2,100,000 | 200 | - | - | 15,000 | 2,154,200 |
| Records Management Fund | - | - | - | - | - | 665,177 | - | - | - | 130,664 | 795,841 |
| Facilities Management Fund | - | - | - | - | - | 10,520,747 | 2,423,283 | - | - | 2,873,857 | 15,817,887 |
| Telecommunication Svcs Fund | - | - | - | - | - | 2,924,110 | - | - | - | 936,358 | 3,860,468 |
| Technology Services Fund | - | - | 35,000 | - | - | 13,290,854 | 83,000 | - | - | 1,220,874 | 14,629,728 |
| Central Dispatch Fund | - | 600,000 | 1,990,600 | 134,912 | - | 6,395,002 | 24,764 | - | - | 2,050,388 | 11,195,666 |
| Self-Insurance Fund | - | - | - | - | - | 1,807,789 | 30,246,320 | - | - | 16,961,658 | 49,015,767 |
| Risk Management Claims Fund | - | - | - | - | - | 5,020,696 | 175,000 | - | - | 13,111,059 | 18,306,755 |
| Fleet Services Fund | - | - | - | - | - | 5,495,812 | 80,700 | - | - | 399,102 | 5,975,614 |
| Sub-Total | - | 600,000 | 2,175,600 | 134,912 | 39,000 | 51,070,187 | 33,045,267 | - | - | 38,700,867 | 125,765,833 |
| Debt Service Fund | | | | | | | | | | | |
| Debt Service Fund | - | - | - | - | - | 3,295,203 | - | 7,181,332 | - | - | 10,476,535 |
| General Obligation Bond Debt Service Fund | 5,056,087 | - | - | - | - | - | 3,000 | - | - | 57,988 | 5,117,075 |
| Sub-Total | 5,056,087 | - | - | - | - | 3,295,203 | 3,000 | 7,181,332 | - | 57,988 | 15,593,610 |
| Capital Project Funds | | | | | | | | | | | |
| Capital Proj Reserve Fund | - | - | - | - | - | - | - | - | - | 5,390,081 | 5,390,081 |
| LID Construction Fund | - | - | - | - | - | - | - | - | - | - | - |
| Sub-Total | - | - | - | - | - | - | - | - | - | 5,390,081 | 5,390,081 |
| Total All Funds | 154,190,294 | 28,515,492 | 101,183,321 | 23,446,004 | 16,284,969 | 147,451,526 | 90,682,787 | 129,286,474 | 924,985 | 200,201,485 | 892,167,337 |

Requirements by Fund and Category 2020-2021 Adopted Budget

| FUNDS | Personnel Services | Materials & Services | Allocated Costs | Capital Outlay | Debt Service | Special Payments | Interfund Transfers | Reserves | Contingency | Adopted Budget |
|---|---------------------------|---------------------------------|------------------------|-----------------------|---------------------|-------------------------|----------------------------|-------------------|--------------------|-----------------------|
| General Fund | | | | | | | | | | |
| General Fund | 51,972,472 | 10,153,142 | 9,239,120 | 130,947 | 244,303 | 2,905,258 | 115,844,231 | 20,543,472 | 29,799,837 | 240,832,782 |
| Sub-Total | 51,972,472 | 10,153,142 | 9,239,120 | 130,947 | 244,303 | 2,905,258 | 115,844,231 | 20,543,472 | 29,799,837 | 240,832,782 |
| Special Revenue Funds | | | | | | | | | | |
| County Fair Fund | 561,300 | 1,392,946 | - | 215,500 | - | 1,000 | - | - | 206,568 | 2,377,314 |
| County School Fund | - | - | - | - | - | - | - | - | - | - |
| Building Codes Fund | 5,706,997 | 1,505,141 | 1,052,297 | 325,898 | - | - | - | 3,108,435 | 4,500,000 | 16,198,768 |
| Resolution Services Fund | 1,223,052 | 158,461 | 182,130 | - | - | - | - | - | - | 1,563,643 |
| Business & Economic Dev Fund | 2,026,744 | 1,303,665 | 191,933 | - | - | 1,788,421 | 63,000 | - | 1,220,340 | 6,594,103 |
| Disaster Management Fund | 1,842,580 | 772,323 | 232,864 | 366,280 | - | - | - | - | - | 3,214,047 |
| Law Library Fund | 264,285 | 96,061 | 71,670 | - | - | - | - | 120,000 | 10,000 | 562,016 |
| Library Services Fund | 2,956,374 | 2,336,425 | 231,630 | 1,570,000 | - | 1,850,000 | - | 1,970,296 | 167,015 | 11,081,740 |
| Parks Fund | 1,189,537 | 652,422 | 256,935 | 931,397 | - | 1,000 | - | - | 252,077 | 3,283,368 |
| Planning Fund | 2,730,664 | 1,254,446 | 510,116 | 1,500 | - | - | - | 696,253 | 223,044 | 5,416,023 |
| Road Fund | 21,111,770 | 17,086,629 | 2,835,393 | 28,413,822 | - | 5,637,101 | 4,260,000 | 22,551,862 | 5,795,219 | 107,691,796 |
| Sheriff Fund | 78,421,713 | 16,323,915 | 4,674,002 | 1,836,870 | - | 45,000 | 360,922 | - | - | 101,662,422 |
| Code Enforce, Res Cons&Solid Waste | 3,213,686 | 1,219,425 | 579,893 | 175,000 | - | - | 345,000 | 1,015,792 | 676,726 | 7,225,522 |
| Property Resources Fund | 178,942 | 560,417 | 26,302 | 610,000 | - | 165,000 | 100,000 | 1,527,463 | 146,958 | 3,315,082 |
| Community Corrections Fund | 12,390,904 | 3,594,193 | 1,151,092 | - | - | 267,311 | - | - | - | 17,403,500 |
| District Attorney Fund | 12,556,871 | 1,080,780 | 1,025,794 | - | - | 500,000 | 19,000 | - | - | 15,182,445 |
| Justice Court Fund | 829,070 | 1,041,767 | 267,645 | - | - | 1,800,000 | - | - | 775,774 | 4,714,256 |
| Transportation SDC Fund | - | 117,489 | 39,266 | - | - | 9,000 | 3,123,008 | 14,212,415 | 1,250,000 | 18,751,178 |
| Public Land Corner Preserv Fund | 621,421 | 84,530 | 96,091 | - | - | - | - | 691,813 | 125,000 | 1,618,855 |
| Hlth, Housing & Human Svcs Admin Fund | 1,661,371 | 1,128,192 | 119,731 | - | - | 793,060 | 245,213 | - | 120,000 | 4,067,567 |
| Behavioral Health Fund | 10,526,103 | 8,438,357 | 2,262,060 | - | - | 1,230,142 | 50,000 | - | 4,622,908 | 27,129,570 |
| Social Services Fund | 16,288,642 | 12,879,100 | 4,350,323 | 681,600 | - | 1,068,593 | - | - | 1,579,022 | 36,847,280 |
| Community Development Fund | 1,386,645 | 5,514,154 | 245,819 | - | - | 320,000 | - | - | 557,528 | 8,024,146 |
| Children, Youth & Families Fund | 3,670,545 | 3,445,189 | 633,754 | - | - | 2,615,985 | - | - | - | 10,365,473 |
| Dog Services Fund | 1,817,884 | 394,886 | 524,022 | 85,000 | - | - | - | 342,906 | 150,000 | 3,314,698 |
| Public Health Fund | 7,251,254 | 2,727,084 | 1,613,167 | - | - | 598,740 | - | - | 384,085 | 12,574,330 |
| Clackamas Health Centers Fund | 33,651,828 | 5,357,834 | 3,896,318 | - | - | - | - | 10,581,790 | 1,633,929 | 55,121,699 |
| Employer Contribution Res Fund | - | - | - | - | - | - | - | - | - | 0 |
| City Safety Net Legislation Local Proj Fund | - | - | 13,174 | - | - | - | - | - | - | 13,174 |
| Transient Room Tax Fund | 407,184 | 619,629 | - | - | - | 254,455 | 1,154,045 | - | 150,000 | 2,585,313 |
| Juvenile Fund | 6,423,460 | 4,164,677 | 703,001 | - | - | - | 1,005,627 | - | - | 12,296,765 |
| Forest Mgmt Fund | 533,609 | 217,296 | 70,020 | 865,500 | - | 1,000 | 150,829 | 2,442,190 | 108,494 | 4,388,938 |
| Sub-Total | 231,444,435 | 95,467,433 | 27,856,442 | 36,078,367 | - | 18,945,808 | 10,876,644 | 59,261,215 | 24,654,687 | 504,585,031 |
| Internal Svcs & Enterprise Funds | | | | | | | | | | |
| Stone Creek Golf Course Fund | - | 2,494,457 | 11,499 | 608,000 | - | 1,000 | - | 590,840 | 308,111 | 4,013,907 |
| Clackamas Broadband Utility Fund | 389,669 | 474,709 | 122,720 | 1,028,102 | - | 39,000 | - | - | 100,000 | 2,154,200 |
| Records Management Fund | 515,633 | 97,395 | 182,813 | - | - | - | - | - | - | 795,841 |
| Facilities Management Fund | 6,194,965 | 6,254,135 | 467,345 | 1,901,442 | - | - | 1,000,000 | - | - | 15,817,887 |
| Telecommunication Svcs Fund | 1,067,730 | 1,772,746 | 259,992 | 760,000 | - | - | - | - | - | 3,860,468 |
| Technology Services Fund | 8,005,037 | 3,329,879 | 1,745,054 | 570,000 | - | - | 372,800 | 306,958 | 300,000 | 14,629,728 |
| Central Dispatch Fund | 7,587,212 | 437,681 | 455,407 | 20,000 | - | 1,071,122 | - | 1,388,836 | 235,408 | 11,195,666 |
| Self-Insurance Fund | 1,687,370 | 35,822,378 | 136,892 | - | - | - | - | 2,434,552 | 8,934,575 | 49,015,767 |
| Risk Management Claims Fund | 1,449,212 | 3,828,489 | 103,612 | - | - | - | 1,000,000 | 3,121,306 | 8,804,136 | 18,306,755 |
| Fleet Services Fund | 2,532,571 | 2,627,637 | 295,599 | 423,000 | - | - | - | - | 96,807 | 5,975,614 |
| Sub-Total | 29,429,399 | 57,139,506 | 3,780,933 | 5,310,544 | - | 1,111,122 | 2,372,800 | 7,842,492 | 18,779,037 | 125,765,833 |
| Debt Service Fund | | | | | | | | | | |
| Debt Service Fund | - | - | - | - | 10,476,535 | - | - | - | - | 10,476,535 |
| General Obligation Bond Debt Service Fund | - | - | - | - | 5,117,075 | - | - | - | - | 5,117,075 |
| Sub-Total | - | - | - | - | 15,593,610 | - | - | - | - | 15,593,610 |
| Capital Project Funds | | | | | | | | | | |
| Capital Proj Reserve Fund | - | 221,353 | 42,742 | 5,125,986 | - | - | - | - | - | 5,390,081 |
| LID Construction Fund | - | - | - | - | - | - | - | - | - | - |
| Sub-Total | - | 221,353 | 42,742 | 5,125,986 | - | - | - | - | - | 5,390,081 |
| Total All Funds | 312,846,306 | 162,981,434 | 40,919,237 | 46,645,844 | 15,837,913 | 22,962,188 | 129,093,675 | 87,647,179 | 73,233,561 | 892,167,337 |

Requirements by Fund and Department 2020-21 Adopted Budget

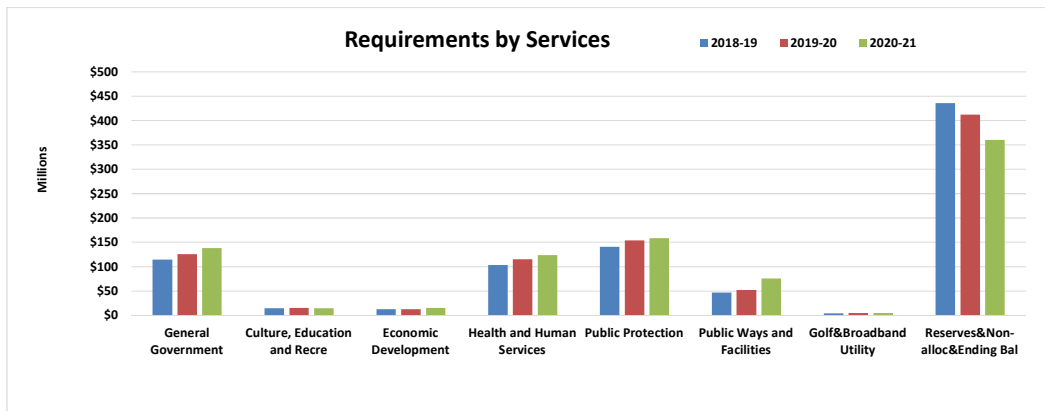
| FUNDS | General City Admin | Assessor | Clerk | Treasurer | Sheriff | Dist Attorney | Justice Court | Juvenile | Counsel | Disaster Mgmt | Emerg Comm |
|---|-----------------------|------------------|------------------|------------------|--------------------|-------------------|------------------|-------------------|------------------|------------------|-------------------|
| General Fund | | | | | | | | | | | |
| General Fund | 4,357,091 | 8,800,510 | 3,389,003 | 1,115,170 | - | - | - | - | 3,031,453 | - | - |
| Sub-Total | 4,357,091 | 8,800,510 | 3,389,003 | 1,115,170 | - | - | - | - | 3,031,453 | - | - |
| Special Revenue Funds | | | | | | | | | | | |
| County Fair Fund | - | - | - | - | - | - | - | - | - | - | - |
| Building Codes Fund | - | - | - | - | - | - | - | - | - | - | - |
| Resolution Services Fund | - | - | - | - | - | - | - | - | - | - | - |
| Business & Economic Dev Fund | - | - | - | - | - | - | - | - | - | - | - |
| Disaster Mgmt Fund | - | - | - | - | - | - | - | - | - | 3,214,047 | - |
| Law Library Fund | - | - | - | - | - | - | - | - | - | - | - |
| Library Services Fund | - | - | - | - | - | - | - | - | - | - | - |
| Parks Fund | - | - | - | - | - | - | - | - | - | - | - |
| Planning Fund | - | - | - | - | - | - | - | - | - | - | - |
| Road Fund | - | - | - | - | - | - | - | - | - | - | - |
| Sheriff's Operations Fund | - | - | - | - | 101,662,422 | - | - | - | - | - | - |
| Code Enforce & Res Cons Fund | - | - | - | - | - | - | - | - | - | - | - |
| Property Disposition Fund | - | - | - | - | - | - | - | - | - | - | - |
| Community Corrections Fund | - | - | - | - | 17,403,500 | - | - | - | - | - | - |
| District Attorney Fund | - | - | - | - | - | 15,182,445 | - | - | - | - | - |
| Justice Court Fund | - | - | - | - | - | - | 4,714,256 | - | - | - | - |
| Countywide Trans SDC Fund | - | - | - | - | - | - | - | - | - | - | - |
| Pub Land Corner Preserv Fund | - | - | - | - | - | - | - | - | - | - | - |
| H, H & Human Svcs Admin Fund | - | - | - | - | - | - | - | - | - | - | - |
| Clackamas Behavioral Health Fund | - | - | - | - | - | - | - | - | - | - | - |
| Social Services Fund | - | - | - | - | - | - | - | - | - | - | - |
| Community Development Fund | - | - | - | - | - | - | - | - | - | - | - |
| Children Fam&Comm Connect Fun | - | - | - | - | - | - | - | - | - | - | - |
| Dog Services Fund | - | - | - | - | - | - | - | - | - | - | - |
| Public Health Fund | - | - | - | - | - | - | - | - | - | - | - |
| Clack Health Ctrs Fund | - | - | - | - | - | - | - | - | - | - | - |
| Cty Safety Net Local Proj Fund | - | - | - | - | - | - | - | - | - | - | - |
| Tourism&Transient Room Tax Fund | - | - | - | - | - | - | - | - | - | - | - |
| Forest Mgmt Fund | - | - | - | - | - | - | - | - | - | - | - |
| Juvenile Fund | - | - | - | - | - | - | - | 12,296,765 | - | - | - |
| Sub-Total | - | - | - | - | 119,065,922 | 15,182,445 | 4,714,256 | 12,296,765 | - | 3,214,047 | - |
| Internal Svcs & Enterprise Funds | | | | | | | | | | | |
| Stone Creek Golf Course Fund | - | - | - | - | - | - | - | - | - | - | - |
| CLACK Broadband Utility Fund | - | - | - | - | - | - | - | - | - | - | - |
| Records Management Fund | - | - | 795,841 | - | - | - | - | - | - | - | - |
| Facilities Management Fund | - | - | - | - | - | - | - | - | - | - | - |
| Telecommunication Svcs Fund | - | - | - | - | - | - | - | - | - | - | - |
| Technology Services Fund | - | - | - | - | - | - | - | - | - | - | - |
| Central Dispatch Fund | - | - | - | - | - | - | - | - | - | - | 11,195,666 |
| Self-Insurance Fund | - | - | - | - | - | - | - | - | - | - | - |
| Risk Management Claims Fund | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Services Fund | - | - | - | - | - | - | - | - | - | - | - |
| Sub-Total | - | - | 795,841 | - | - | - | - | - | - | - | 11,195,666 |
| Debt Service Funds | | | | | | | | | | | |
| Debt Svcs Fund | - | - | - | - | - | - | - | - | - | - | - |
| General Obligation Bond Debt Svcs Fur | - | - | - | - | - | - | - | - | - | - | - |
| Sub-Total | - | - | - | - | - | - | - | - | - | - | - |
| Capital Project Funds | | | | | | | | | | | |
| Capital Proj Reserve Fund | - | - | - | - | - | - | - | - | - | - | - |
| Sub-Total | - | - | - | - | - | - | - | - | - | - | - |
| Total All Funds | 4,357,091 | 8,800,510 | 4,184,844 | 1,115,170 | 119,065,922 | 15,182,445 | 4,714,256 | 12,296,765 | 3,031,453 | 3,214,047 | 11,195,666 |

Requirements by Fund and Department 2020-21 Adopted Budget

| FUNDS | Pub & Gov Affairs | HR Services | Finance | Technology Services | Transport & Developm't | Health, House & Human Svcs | Business & Comm Svcs | Tourism | Resolution Services | Misc & Pass-Thr | Adopted Budget |
|---|----------------------|-------------------|-------------------|------------------------|---------------------------|-------------------------------|-------------------------|----------|------------------------|--------------------|--------------------|
| General Fund | | | | | | | | | | | |
| General Fund | 5,038,930 | 4,940,449 | 8,118,298 | - | 1,229,032 | - | - | - | - | 200,812,846 | 240,832,782 |
| Sub-Total | 5,038,930 | 4,940,449 | 8,118,298 | - | 1,229,032 | - | - | - | - | 200,812,846 | 240,832,782 |
| Special Revenue Funds | | | | | | | | | | | |
| County Fair Fund | - | - | - | - | - | - | 2,377,314 | - | - | - | 2,377,314 |
| Building Codes Fund | - | - | - | - | 16,198,768 | - | - | - | - | - | 16,198,768 |
| Resolution Services Fund | - | - | - | - | - | - | - | - | 1,563,643 | - | 1,563,643 |
| Business & Economic Dev Fund | - | - | - | - | - | - | 6,594,103 | - | - | - | 6,594,103 |
| Disaster Mgmt Fund | - | - | - | - | - | - | - | - | - | - | 3,214,047 |
| Law Library Fund | - | - | - | - | - | - | - | - | - | 562,016 | 562,016 |
| Library Services Fund | - | - | - | - | - | - | 11,081,740 | - | - | - | 11,081,740 |
| Parks Fund | - | - | - | - | - | - | 3,283,368 | - | - | - | 3,283,368 |
| Planning Fund | - | - | - | - | 5,416,023 | - | - | - | - | - | 5,416,023 |
| Road Fund | - | - | - | - | 107,691,796 | - | - | - | - | - | 107,691,796 |
| Sheriff's Operations Fund | - | - | - | - | - | - | - | - | - | - | 101,662,422 |
| Code Enforce & Res Cons Fund | - | - | - | - | 7,225,522 | - | - | - | - | - | 7,225,522 |
| Property Disposition Fund | - | - | - | - | - | - | 3,315,082 | - | - | - | 3,315,082 |
| Community Corrections Fund | - | - | - | - | - | - | - | - | - | - | 17,403,500 |
| District Attorney Fund | - | - | - | - | - | - | - | - | - | - | 15,182,445 |
| Justice Court Fund | - | - | - | - | - | - | - | - | - | - | 4,714,256 |
| Countywide Trans SDC Fund | - | - | - | - | 18,751,178 | - | - | - | - | - | 18,751,178 |
| Pub Land Corner Preserv Fund | - | - | - | - | 1,618,855 | - | - | - | - | - | 1,618,855 |
| H, H & Human Svcs Admin Fund | - | - | - | - | - | 4,067,567 | - | - | - | - | 4,067,567 |
| Clackamas Behavioral Health Fund | - | - | - | - | - | 27,129,570 | - | - | - | - | 27,129,570 |
| Social Services Fund | - | - | - | - | - | 36,847,280 | - | - | - | - | 36,847,280 |
| Community Development Fund | - | - | - | - | - | 8,024,146 | - | - | - | - | 8,024,146 |
| Children Fam&Comm. Conn. Fund | - | - | - | - | - | 10,365,473 | - | - | - | - | 10,365,473 |
| Dog Services Fund | - | - | - | - | 3,314,698 | - | - | - | - | - | 3,314,698 |
| Public Health Fund | - | - | - | - | - | 12,574,330 | - | - | - | - | 12,574,330 |
| Clack Health Ctrs Fund | - | - | - | - | - | 55,121,699 | - | - | - | - | 55,121,699 |
| Cty Safety Net Local Proj Fund | - | - | - | - | - | - | - | - | - | 13,174 | 13,174 |
| Tourism&Transient Room Tax Fund | - | - | - | - | - | - | - | - | - | 2,585,313 | 2,585,313 |
| Forest Mgmt Fund | - | - | - | - | - | - | 4,388,938 | - | - | - | 4,388,938 |
| Juvenile Fund | - | - | - | - | - | - | - | - | - | - | 12,296,765 |
| Sub-Total | - | - | - | - | 160,216,840 | 154,130,065 | 31,040,545 | - | 1,563,643 | 3,160,503 | 504,585,031 |
| Internal Svcs & Enterprise Funds | | | | | | | | | | | |
| Stone Creek Golf Course Fund | - | - | - | - | - | - | 4,013,907 | - | - | - | 4,013,907 |
| CLACK Broadband Utility Fund | - | - | - | 2,154,200 | - | - | - | - | - | - | 2,154,200 |
| Records Management Fund | - | - | - | - | - | - | - | - | - | - | 795,841 |
| Facilities Management Fund | - | - | 15,817,887 | - | - | - | - | - | - | - | 15,817,887 |
| Telecommunication Svcs Fund | - | - | - | 3,860,468 | - | - | - | - | - | - | 3,860,468 |
| Technology Services Fund | - | - | - | 14,629,728 | - | - | - | - | - | - | 14,629,728 |
| Central Dispatch Fund | - | - | - | - | - | - | - | - | - | - | 11,195,666 |
| Self-Insurance Fund | - | 49,015,767 | - | - | - | - | - | - | - | - | 49,015,767 |
| Risk Management Claims Fund | - | 18,306,755 | - | - | - | - | - | - | - | - | 18,306,755 |
| Fleet Services Fund | - | - | - | - | 5,975,614 | - | - | - | - | - | 5,975,614 |
| Sub-Total | - | 67,322,522 | 15,817,887 | 20,644,396 | 5,975,614 | - | 4,013,907 | - | - | - | 125,765,833 |
| Debt Service Funds | | | | | | | | | | | |
| Debt Svcs Fund | - | - | - | - | - | - | - | - | - | 10,476,535 | 10,476,535 |
| Gen. Obligation Bond Debt Svcs Fund | - | - | - | - | - | - | - | - | - | 5,117,075 | 5,117,075 |
| Sub-Total | - | - | - | - | - | - | - | - | - | 15,593,610 | 15,593,610 |
| Capital Project Funds | | | | | | | | | | | |
| Capital Proj Reserve Fund | - | - | 5,390,081 | - | - | - | - | - | - | - | 5,390,081 |
| Sub-Total | - | - | 5,390,081 | - | - | - | - | - | - | - | 5,390,081 |
| Total All Funds | 5,038,930 | 72,262,971 | 29,326,266 | 20,644,396 | 167,421,486 | 154,130,065 | 35,054,452 | - | 1,563,643 | 219,566,959 | 892,167,337 |

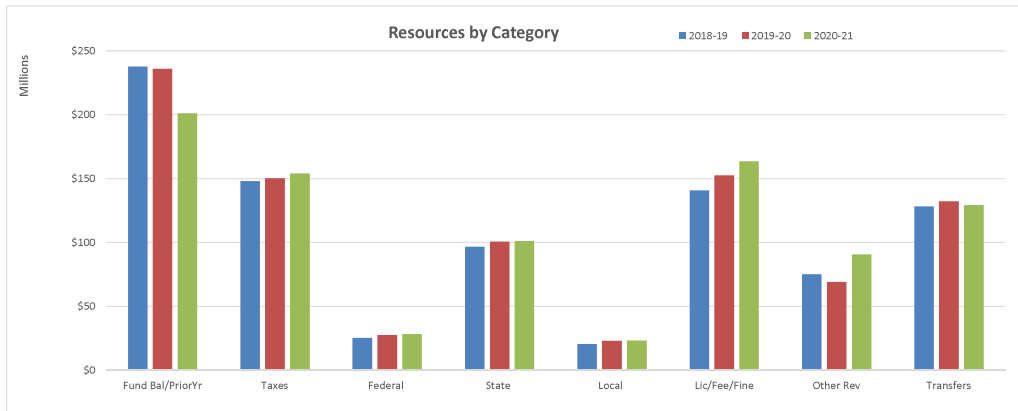
Resources and Requirements by Services for Major Funds

| | 2018-19 Actual | General Fund 2019-20 Est Actual | 2020-21 Budget | 2018-19 Actual | Road Fund 2019-20 Est Actual | 2020-21 Budget |
|---|--------------------|---------------------------------------|--------------------|-------------------|------------------------------------|--------------------|
| Resources by Category | | | | | | |
| Beginning Fund Balance | 79,175,296 | 66,422,896 | 49,078,525 | 24,193,643 | 30,340,610 | 26,785,682 |
| Prior Year Revenue | | | | 314,430 | 160,040 | |
| Current Revenues | | | | | | |
| Taxes | 130,855,979 | 133,442,674 | 136,279,011 | | | |
| Federal Revenue | 2,409,471 | 1,660,433 | 711,820 | 3,035,748 | 2,479,528 | 3,539,093 |
| State Revenue | 6,424,753 | 6,234,181 | 7,122,600 | 31,954,479 | 32,511,743 | 38,005,080 |
| Local Revenue | 386,097 | 305,661 | 299,568 | 459,012 | 1,011,236 | 901,635 |
| Licenses & Permits | 2,072,996 | 1,884,527 | 1,963,827 | 206,969 | 620,742 | 145,000 |
| Charges for Services | 15,111,745 | 16,495,333 | 16,642,748 | 3,672,998 | 9,306,763 | 14,547,283 |
| Fees & Fines | | | | | | |
| Other Revenue | 22,691,111 | 22,732,158 | 25,213,456 | 4,887,323 | 714,033 | 20,095,780 |
| Interfund Transfers | 1,532,490 | 8,086,558 | 3,521,227 | 4,353,976 | 351,094 | 3,672,243 |
| Subtotal Current Revenues | 181,484,642 | 190,841,525 | 191,754,257 | 48,570,505 | 46,995,139 | 80,906,114 |
| Total Resources | 260,659,938 | 257,264,421 | 240,832,782 | 73,078,578 | 77,495,789 | 107,691,796 |
| Requirements by Services | | | | | | |
| General Government | 34,856,137 | 37,721,348 | 39,756,576 | | | |
| Culture, Education and Recre | | | | | | |
| Economic Development | | | | | | |
| Health and Human Services | | | | | | |
| Public Safety and Protection | | | | 41,777,852 | 47,902,271 | 69,447,614 |
| Public Ways and Facilities | | | | | | |
| Golf Course | | | | | | |
| Broadband Utility | | | | | | |
| | 34,856,137 | 37,721,348 | 39,756,576 | 41,777,852 | 47,902,271 | 69,447,614 |
| Unappr Reserves & Non-alloc to Unit Org | 159,380,905 | 170,464,548 | 201,076,206 | 179,600 | 2,807,836 | 38,244,182 |
| Ending Fund Balance | 66,422,896 | 49,078,525 | | 31,121,126 | 26,785,682 | |
| Total Requirements | 260,659,938 | 257,264,421 | 240,832,782 | 73,078,578 | 77,495,789 | 107,691,796 |



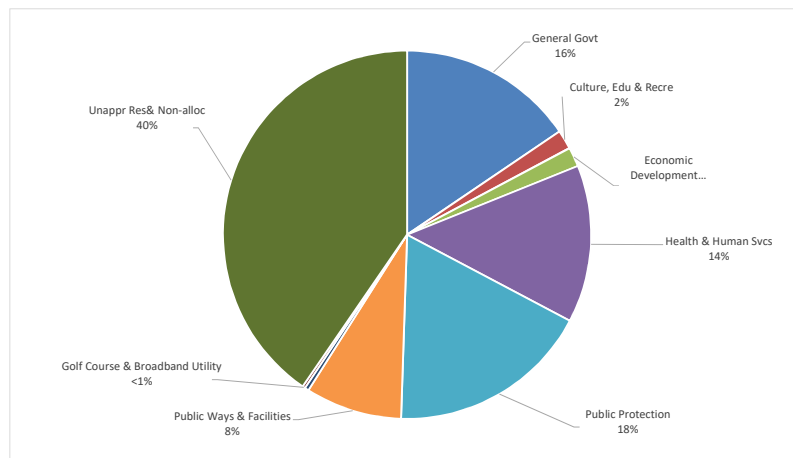
Resources and Requirements by Services for Major Funds

| | Sheriff Fund | | | All Other Funds | | | Total | | |
|---|-------------------|-----------------------|--------------------|--------------------|-----------------------|--------------------|--------------------|-----------------------|--------------------|
| | 2018-19 Actual | 2019-20 Est Actual | 2020-21 Budget | 2018-19 Actual | 2019-20 Est Actual | 2020-21 Budget | 2018-19 Actual | 2019-20 Est Actual | 2020-21 Budget |
| Resources by Category | | | | | | | | | |
| Beginning Fund Balance | 2,586,815 | 1,495,371 | 1,444,357 | 130,001,037 | 136,147,993 | 122,892,921 | 235,956,791 | 234,406,870 | 200,201,485 |
| Prior Year Revenue | 234,097 | 143,572 | | 1,344,620 | 1,201,599 | 924,985 | 1,893,147 | 1,505,211 | 924,985 |
| Current Revenues | | | | | | | | | |
| Taxes | 12,394,386 | 12,194,575 | 12,855,196 | 4,786,887 | 4,734,941 | 5,056,087 | 148,037,252 | 150,372,190 | 154,190,294 |
| Federal Revenue | 918,498 | 751,295 | 951,700 | 18,992,697 | 22,613,688 | 23,312,879 | 25,356,414 | 27,504,944 | 28,515,492 |
| State Revenue | 612,235 | 318,376 | 391,000 | 57,652,802 | 61,611,026 | 55,664,641 | 96,644,269 | 100,675,326 | 101,183,321 |
| Local Revenue | 9,366,932 | 10,678,507 | 10,986,082 | 10,357,189 | 11,100,466 | 11,258,719 | 20,569,230 | 23,095,870 | 23,446,004 |
| Licenses & Permits | 618,354 | 452,500 | 575,000 | 14,443,978 | 13,774,265 | 13,601,142 | 17,342,297 | 16,732,034 | 16,284,969 |
| Charges for Services | 2,163,105 | 1,554,005 | 2,395,160 | 97,276,852 | 104,234,554 | 108,998,125 | 118,224,700 | 131,590,655 | 142,583,316 |
| Fees & Fines | 92,442 | 88,963 | 112,500 | 5,147,216 | 4,265,996 | 4,755,710 | 5,239,658 | 4,354,959 | 4,868,210 |
| Other Revenue | 6,518,706 | 6,589,522 | 6,857,429 | 41,104,802 | 39,110,780 | 38,516,122 | 75,201,942 | 69,146,493 | 90,682,787 |
| Interfund Transfers | 59,429,864 | 66,058,400 | 65,093,998 | 62,992,622 | 57,845,337 | 56,999,006 | 128,308,952 | 132,341,389 | 129,286,474 |
| Subtotal Current Revenues | 92,114,522 | 98,686,143 | 100,218,065 | 312,755,045 | 319,291,053 | 318,162,431 | 634,924,714 | 655,813,860 | 691,040,867 |
| Total Resources | 94,935,434 | 100,325,086 | 101,662,422 | 444,100,702 | 456,640,645 | 441,980,337 | 872,774,652 | 891,725,941 | 892,167,337 |
| Requirements by Services | | | | | | | | | |
| General Government | | | | 79,442,613 | 87,939,066 | 98,748,567 | 114,298,750 | 125,660,414 | 138,505,143 |
| Culture, Education and Recre | | | | 14,996,351 | 15,187,567 | 15,007,704 | 14,996,351 | 15,187,567 | 15,007,704 |
| Economic Development | | | | 12,602,157 | 12,655,325 | 15,165,686 | 12,602,157 | 12,655,325 | 15,165,686 |
| Health and Human Services | | | | 103,184,193 | 115,435,245 | 123,404,244 | 103,184,193 | 115,435,245 | 123,404,244 |
| Public Safety and Protection | 91,664,821 | 98,412,389 | 101,256,500 | 49,237,522 | 55,552,387 | 57,375,617 | 140,902,343 | 153,964,776 | 158,632,117 |
| Public Ways and Facilities | | | | 5,319,749 | 4,077,593 | 6,348,878 | 47,097,601 | 51,979,864 | 75,796,492 |
| Golf Course | | | | 2,564,494 | 2,267,188 | 3,113,956 | 2,564,494 | 2,267,188 | 3,113,956 |
| Broadband Utility | | | | 1,241,057 | 2,201,540 | 2,015,200 | 1,241,057 | 2,201,540 | 2,015,200 |
| | 91,664,821 | 98,412,389 | 101,256,500 | 268,588,136 | 295,315,911 | 321,179,852 | 436,886,946 | 479,351,919 | 531,640,542 |
| Unappr Reserves & Non-alloc to Unit Org | 1,775,242 | 468,340 | 405,922 | 39,431,513 | 38,112,975 | 120,800,485 | 200,767,260 | 211,853,699 | 360,526,795 |
| Ending Fund Balance | 1,495,371 | 1,444,357 | | 136,081,053 | 123,211,759 | | 235,120,446 | 200,520,323 | |
| Total Requirements | 94,935,434 | 100,325,086 | 101,662,422 | 444,100,702 | 456,640,645 | 441,980,337 | 872,774,652 | 891,725,941 | 892,167,337 |



Requirements by Service Category 2020-21 Adopted Budget

| FUNDS | General | Culture & | Economic | Health & | Public | Public Ways | Business-type Svcs | | Unappr Reserves & | Total |
|--|--------------------|-------------------|-------------------|--------------------|---------------------|-------------------|--------------------|-------------------|---------------------------|--------------------|
| | Government | Edu and Recre | Development | Human Svcs | Safety & Protection | & Facilities | Golf Course | Broadband Utility | Non-allocated to Org Unit | |
| General Fund | 39,756,576 | - | - | - | - | - | - | - | 201,076,206 | 240,832,782 |
| County Fair Fund | - | 2,169,746 | - | - | - | - | - | - | 207,568 | 2,377,314 |
| Building Codes Fund | 8,590,333 | - | - | - | - | - | - | - | 7,608,435 | 16,198,768 |
| Resolution Services Fund | 1,563,643 | - | - | - | - | - | - | - | - | 1,563,643 |
| Business & Economic Dev Fund | - | - | 3,522,342 | - | - | - | - | - | 3,071,761 | 6,594,103 |
| Disaster Mgmt Fund | - | - | - | - | 3,214,047 | - | - | - | - | 3,214,047 |
| Law Library Fund | - | - | - | - | 432,016 | - | - | - | 130,000 | 562,016 |
| Library Services Fund | - | 7,094,429 | - | - | - | - | - | - | 3,987,311 | 11,081,740 |
| Parks Fund | - | 3,030,291 | - | - | - | - | - | - | 253,077 | 3,283,368 |
| Planning Fund | - | - | 4,496,726 | - | - | - | - | - | 919,297 | 5,416,023 |
| Road Fund | - | - | - | - | - | 69,447,614 | - | - | 38,244,182 | 107,691,796 |
| Sheriff Fund | - | - | - | - | 101,256,500 | - | - | - | 405,922 | 101,662,422 |
| Code Enforce & Res Cons Fund | 5,188,004 | - | - | - | - | - | - | - | 2,037,518 | 7,225,522 |
| Property Disposition Fund | 1,375,661 | - | - | - | - | - | - | - | 1,939,421 | 3,315,082 |
| Community Corrections Fund | - | - | - | - | 17,136,189 | - | - | - | 267,311 | 17,403,500 |
| District Attorney Fund | - | - | - | - | 14,663,445 | - | - | - | 519,000 | 15,182,445 |
| Justice Court Fund | - | - | - | - | 2,138,482 | - | - | - | 2,575,774 | 4,714,256 |
| Countywide Trans SDC Fund | - | - | - | - | - | 156,755 | - | - | 18,594,423 | 18,751,178 |
| Pub Land Corner Preserv Fund | - | - | - | - | - | 802,042 | - | - | 816,813 | 1,618,855 |
| H, H & Human Svcs Admin Fund | - | - | - | 2,909,294 | - | - | - | - | 1,158,273 | 4,067,567 |
| Clackamas Behavioral Health Fund | - | - | - | 21,226,520 | - | - | - | - | 5,903,050 | 27,129,570 |
| Social Services Fund | - | - | - | 34,199,665 | - | - | - | - | 2,647,615 | 36,847,280 |
| Community Development Fund | - | - | 7,146,618 | - | - | - | - | - | 877,528 | 8,024,146 |
| Children Fam&Comm Connect Fund | - | - | - | 7,749,488 | - | - | - | - | 2,615,985 | 10,365,473 |
| Dog Services Fund | - | - | - | 2,821,792 | - | - | - | - | 492,906 | 3,314,698 |
| Public Health Fund | - | - | - | 11,591,505 | - | - | - | - | 982,825 | 12,574,330 |
| Clack Health Ctrs Fund | - | - | - | 42,905,980 | - | - | - | - | 12,215,719 | 55,121,699 |
| County Safety Net Legis Loc Projs | - | - | - | - | - | - | - | - | 13,174 | 13,174 |
| Tourism & Transient Room Tax Fund | - | 1,026,813 | - | - | - | - | - | - | 1,558,500 | 2,585,313 |
| Forest Mgmt Fund | - | 1,686,425 | - | - | - | - | - | - | 2,702,513 | 4,388,938 |
| Juvenile Fund | - | - | - | - | 11,291,138 | - | - | - | 1,005,627 | 12,296,765 |
| Stone Creek Golf Course Fund | - | - | - | - | - | - | 3,113,956 | - | 899,951 | 4,013,907 |
| Records Management Fund | 795,841 | - | - | - | - | - | - | - | - | 795,841 |
| Facilities Management Fund | 14,817,887 | - | - | - | - | - | - | - | 1,000,000 | 15,817,887 |
| Telecommunication Svcs Fund | 3,860,468 | - | - | - | - | - | - | - | - | 3,860,468 |
| Technology Services Fund | 13,649,970 | - | - | - | - | - | - | - | 979,758 | 14,629,728 |
| Central Dispatch Fund | - | - | - | - | 8,500,300 | - | - | - | 2,695,366 | 11,195,666 |
| Self-Insurance Fund | 37,646,640 | - | - | - | - | - | - | - | 11,369,127 | 49,015,767 |
| Risk Management Claims Fund | 5,381,313 | - | - | - | - | - | - | - | 12,925,442 | 18,306,755 |
| Fleet Services Fund | 5,878,807 | - | - | - | - | - | - | - | 96,807 | 5,975,614 |
| Debt Service Fund | - | - | - | - | - | - | - | - | 10,476,535 | 10,476,535 |
| General Obligation Bond Debt Svcs Fund | - | - | - | - | - | - | - | - | 5,117,075 | 5,117,075 |
| Capital Proj Reserve Fund | - | - | - | - | - | 5,390,081 | - | - | - | 5,390,081 |
| Broadband Innovation Initiative Fund | - | - | - | - | - | - | - | 2,015,200 | 139,000 | 2,154,200 |
| TOTAL | 138,505,143 | 15,007,704 | 15,165,686 | 123,404,244 | 158,632,117 | 75,796,492 | 3,113,956 | 2,015,200 | 360,526,795 | 892,167,337 |





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CLACKAMAS
C O U N T Y

The FY 2020-21 budget provides for 2,173.1 full-time equivalent positions (FTE). This is a decrease of 34.1 FTE from the amended FY 2019-20 budget.

The largest employers are Health, Housing and Human Services with 581.6 positions (26.8%), the Sheriff with 554.1 positions (25.5%), and the Department of Transportation & Development with 297.5 positions (13.7%). Included in the Non-Departmental & Pass-Through classification are 151.3 employees covered by payrolls processed by the General County for other County agencies. These are employees of Clackamas County but are paid for from separate agency budgets not included in this document.

The Sheriff's Department, which includes Community Corrections, has been actively recruiting for the past several years. Continuous recruitment along with attrition and succession planning programs have been instituted to help get positions filled more quickly and considerable progress has been made. The number of filled positions has risen from 482 FTE in 2013-14 to 540.1 FTE at the end of FY 2019-20.

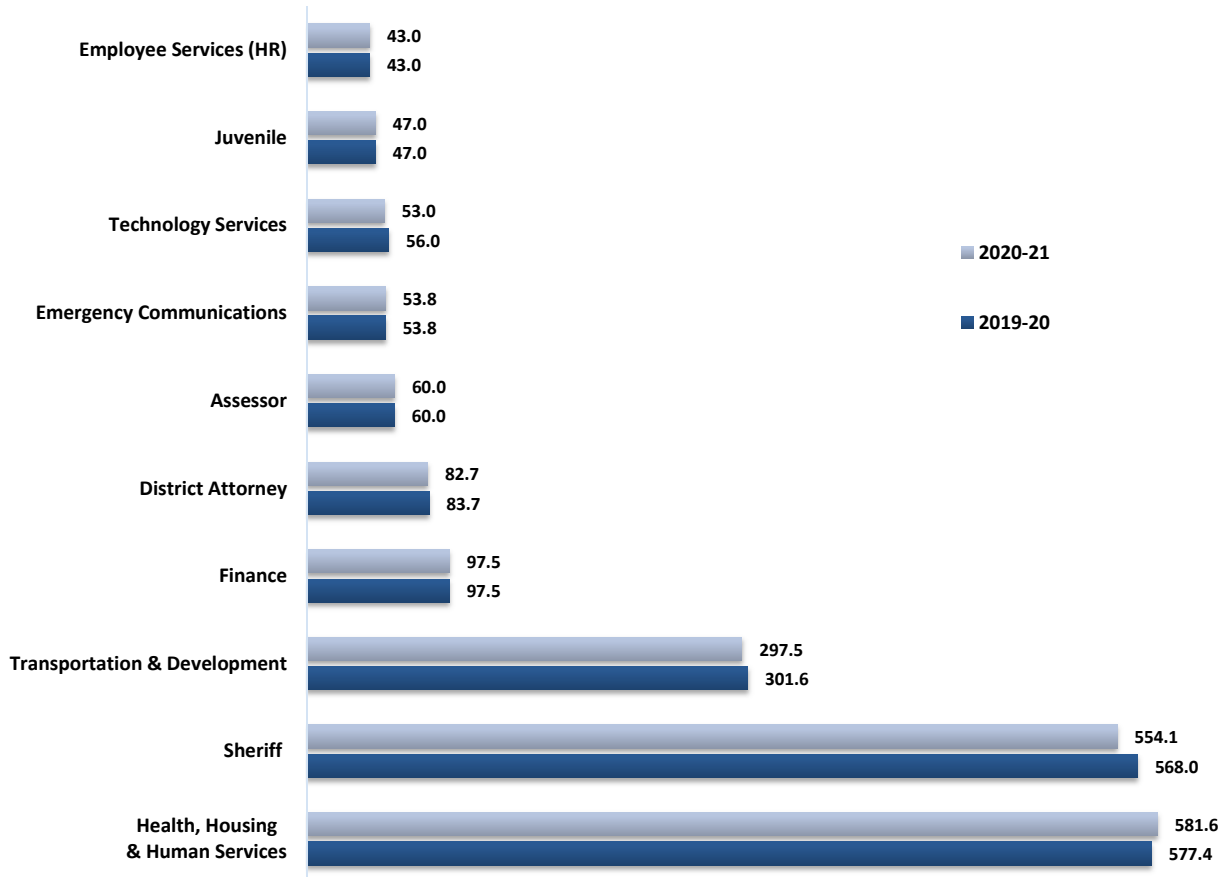
After having reduced staffing several years ago, Health, Housing, and Human Services have been able to add back positions reflecting increased activity. With 581.6 FTE budgeted for FY 2020-21, this department has regained 105.8 allocated positions over four years, primarily in the Health Centers and Social Services.

Summary of Full-Time Equivalents by Department

County Workforce Summary

| Department | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2020-21 % Budget |
|---|----------------|----------------|----------------|----------------|-----------------------------|
| General County Administration | 16.8 | 17.4 | 18.4 | 18.8 | 0.9% |
| Assessor | 57.5 | 55.0 | 60.0 | 60.0 | 2.8% |
| Clerk | 18.0 | 18.0 | 19.0 | 19.0 | 0.9% |
| Treasurer | 6.0 | 5.0 | 6.0 | 6.0 | 0.3% |
| Sheriff | 520.6 | 532.8 | 568.0 | 554.1 | 25.5% |
| District Attorney | 74.5 | 76.0 | 83.7 | 82.7 | 3.8% |
| Justice Court | 6.0 | 6.0 | 8.0 | 7.0 | 0.3% |
| Juvenile | 44.0 | 43.0 | 47.0 | 47.0 | 2.2% |
| County Counsel | 12.5 | 12.8 | 12.8 | 12.8 | 0.6% |
| Disaster Management | 11.0 | 9.0 | 11.0 | 11.0 | 0.5% |
| Emergency Communications | 37.0 | 45.0 | 53.8 | 53.8 | 2.5% |
| Public & Government Affairs | 21.0 | 21.0 | 22.0 | 22.0 | 1.0% |
| Employee Services (HR) | 39.8 | 40.0 | 43.0 | 43.0 | 2.0% |
| Finance | 79.5 | 85.5 | 97.5 | 97.5 | 4.5% |
| Technology Services | 52.5 | 52.0 | 56.0 | 53.0 | 2.4% |
| Transportation & Development | 250.3 | 265.3 | 301.6 | 297.5 | 13.7% |
| Health, Housing & Human Services | 475.8 | 498.7 | 577.4 | 581.6 | 26.8% |
| Business & Community Services | 32.6 | 34.0 | 44.5 | 41.5 | 1.9% |
| Resolution Services | 10.4 | 6.6 | 9.9 | 9.1 | 0.4% |
| Tourism & Cultural Affairs | 14.0 | 14.0 | 15.0 | 2.0 | 0.1% |
| Law Library | 2.4 | 2.4 | 2.4 | 2.4 | 0.1% |
| Miscellaneous & Pass-Through | 133.5 | 138.5 | 150.1 | 151.3 | 7.0% |
| Total Budgeted Full-Time Equivalents (FTE's) | 1,915.6 | 1,978.0 | 2,207.1 | 2,173.1 | 100% |

FY 2020-21 vs FY 2019-20 TOP 10 DEPARTMENTS BY FTE'S



Fund balance is the difference between accumulated resources and the requirements charged against them over the life of a fund. The fund balance at the end of one fiscal year is what is left to be carried forward to the following year. In keeping with Oregon Budget Law, Clackamas County does not budget ending fund balances. Although not budgeted, the end of the year financial position can be expected to equal actual revenues less actual expenditures during the year plus the ending balances in the reserve and contingency categories. Reserve and contingency estimates are included as expenditures when balancing the budget but charges are not made directly to these categories. Reserves are specifically held for future years and the Board of County Commissioners can approve the transfer of contingency in various funds as needed to meet unforeseen needs that arise during the year. Experience has shown that some such transfers will be made each year. The table that accompanies this discussion is an attempt to estimate the minimum ending fund balance for each fund at June 30, 2021, based upon the current budget. These are moneys that should be available for the FY 2021-22 budget year given several critical assumptions. This estimate is predicated upon the following:

- *The estimated beginning fund balance is accurate* - As is explained in the Revenue Analysis section that follows, this is a projection which is being made with the best information available at the time the budget was formulated. Not all transactions and end of year adjustments for FY 2019-20 have been recorded and the books have not yet been audited.
- *No new revenues will be recognized during the fiscal year* - Undoubtedly, additional resources will become available, primarily through new grants, and will be recognized and appropriated. To the extent that they are recognized but not entirely spent, they will add to ending balance.
- *Current revenues will come in and current expenditures will be made as budgeted* - Again, actual experience is certain to be different than the budget. The budget is a plan representing the most that can be spent.
- *No contingency or reserve amounts will be spent* – As explained above, some transfers from contingency will be required and these will reduce fund balance.
- Per these assumptions, actual ending fund balances for FY 2020-21 should always exceed the projections obtained by applying the estimated actual and budgeted figures discussed above. The balances presented below should be viewed as minimums. The following table is a countywide summary. More complete information for each fund is available in the “Budget by Fund” section.

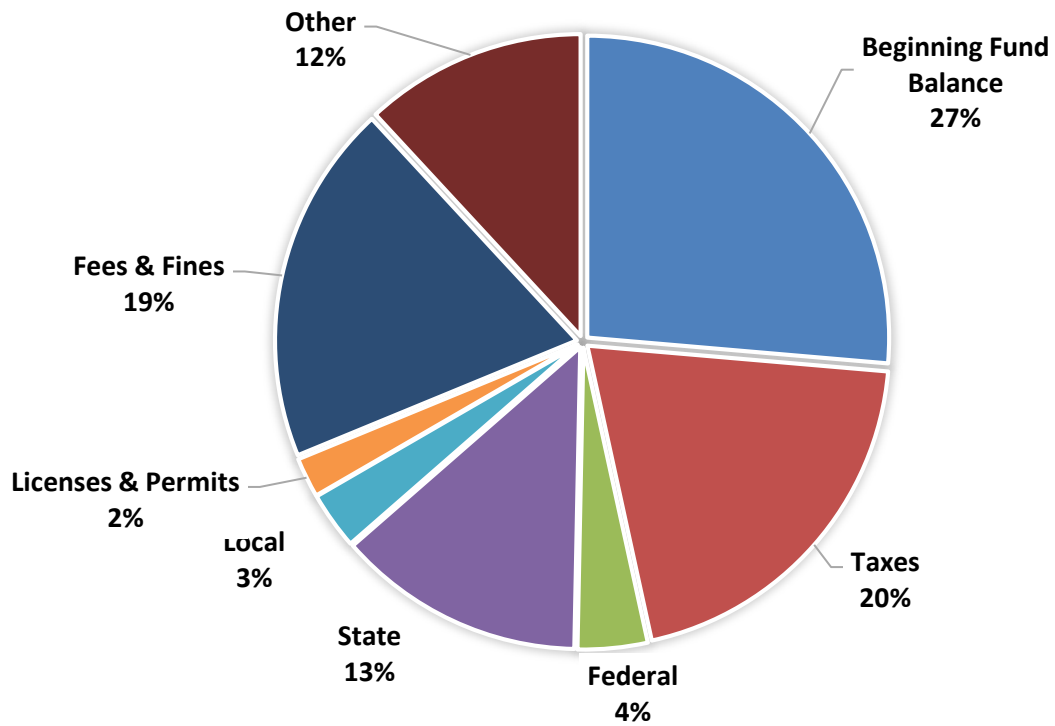
Summary of Requirements by Department

End of Year Financial Position

| Fund | Est Beg Fund Bal 07/01/2020 | Estimated Revenue | Proposed Expenditures | Transfers Out | Transfers In | Est End Fund Bal 06/30/21 |
|-----------------------------------|--|------------------------------|----------------------------------|--------------------------|-------------------------|--|
| General Fund | 49,078,525 | 188,233,030 | 74,645,242 | 115,844,231 | 3,521,227 | 50,343,309 |
| County Fair | 252,393 | 1,617,467 | 2,170,746 | - | 507,454 | 206,568 |
| Building Codes | 8,267,729 | 7,931,039 | 8,590,333 | - | - | 7,608,435 |
| Resolution Services | 107,625 | 828,895 | 1,563,643 | - | 627,123 | - |
| Business & Economic Develop | 3,329,796 | 3,164,307 | 5,310,763 | 63,000 | 100,000 | 1,220,340 |
| Disaster Management | 497,326 | 888,613 | 3,214,047 | - | 1,828,108 | - |
| Law Library | 221,417 | 340,599 | 432,016 | - | - | 130,000 |
| Library Services | 4,703,304 | 4,026,398 | 8,944,429 | - | 2,352,038 | 2,137,311 |
| Parks | 439,521 | 2,482,136 | 3,031,291 | - | 361,711 | 252,077 |
| Planning | 1,835,831 | 1,403,260 | 4,496,726 | - | 2,176,932 | 919,297 |
| Road | 26,785,682 | 77,233,871 | 75,084,715 | 4,260,000 | 3,672,243 | 28,347,081 |
| Sheriff | 1,444,357 | 35,124,067 | 101,301,500 | 360,922 | 65,093,998 | - |
| Code Enforcement & Sustainability | 2,675,051 | 4,270,627 | 5,188,004 | 345,000 | 279,844 | 1,692,518 |
| Property Resources | 2,400,082 | 915,000 | 1,540,661 | 100,000 | - | 1,674,421 |
| Community Corrections | 1,932,610 | (6,781,373) | - | - | 4,848,763 | - |
| District Attorney | 97,604 | (11,654,941) | (19,000) | 19,000 | 11,557,337 | - |
| Justice Court | 678,306 | (678,306) | - | - | - | - |
| Countywide Transportation SDC | 14,021,678 | (16,531,678) | (3,123,008) | 3,123,008 | 2,510,000 | - |
| Public Land Corner Preservation | 907,855 | (907,855) | - | - | - | - |
| Health/Housing/Human Svcs | 1,012,390 | (2,736,735) | (245,213) | 245,213 | 1,724,345 | - |
| Behavioral Health | 8,580,519 | (9,386,920) | (50,000) | 50,000 | 806,401 | - |
| Social Services | 5,391,849 | (8,465,115) | - | - | 3,073,266 | - |
| Community Development | 557,528 | (598,309) | - | - | 40,781 | - |
| Children/Family/Community Conn. | 1,509,535 | (3,942,914) | - | - | 2,433,379 | - |
| Dog Services | 1,091,431 | (2,626,948) | - | - | 1,535,517 | - |
| Public Health | 1,556,170 | (3,678,890) | - | - | 2,122,720 | - |
| Clackamas Health Centers | 12,215,719 | (12,734,628) | - | - | 518,909 | - |
| Transient Room Tax | 882 | (901,928) | (1,154,045) | 1,154,045 | 901,046 | - |
| Forest Management | 3,404,207 | (3,449,207) | (150,829) | 150,829 | 45,000 | - |
| Juvenile | 1,055,627 | (10,522,627) | (1,005,627) | 1,005,627 | 9,467,000 | - |
| Clackamas County Debt Service | - | (7,181,332) | - | - | 7,181,332 | - |
| General Obligation Bond Debt Svc | 57,988 | (57,988) | - | - | - | - |
| Capital Projects Reserve | 5,390,081 | (5,390,081) | - | - | - | - |
| Stone Creek Golf Course | 1,001,907 | (1,001,907) | - | - | - | - |
| Clackamas Broadband Utility | 15,000 | (15,000) | - | - | - | - |
| Records Management | 130,664 | (130,664) | - | - | - | - |
| Facilities Management | 2,873,857 | (2,873,857) | (1,000,000) | 1,000,000 | - | - |
| Telecommunication Services | 936,358 | (936,358) | - | - | - | - |
| Technology Services | 1,220,874 | (1,220,874) | (372,800) | 372,800 | - | - |
| Central Dispatch | 2,050,388 | (2,050,388) | - | - | - | - |
| Self-Insurance | 16,961,658 | (16,961,658) | - | - | - | - |
| Risk Management Claims | 13,111,059 | (13,111,059) | (1,000,000) | 1,000,000 | - | - |
| Fleet Services | 399,102 | (399,102) | - | - | - | - |
| Grand Totals | 200,201,485 | 562,679,378 | 602,192,922 | 129,093,675 | 129,286,474 | 160,880,740 |

REVENUE ANALYSIS

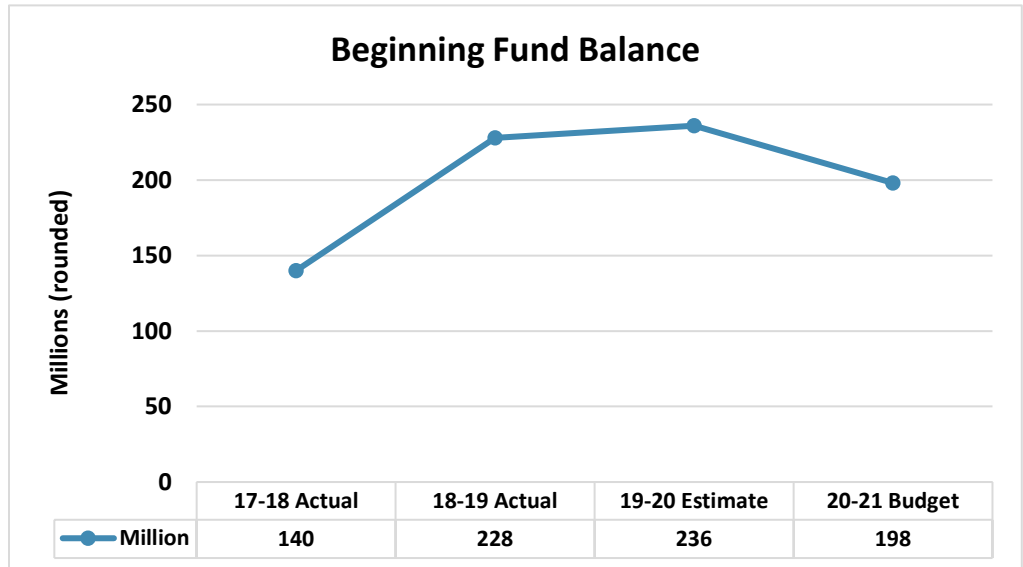
**REVENUE SUMMARY BY CATEGORY
(NET OF INTERFUND TRANSFERS)**



Beginning Fund Balance is money carried over from one year to the next. It represents the revenues less expenditures throughout the life of the fund.

Fund Balance has been decreasing as bond projects have been completed through the use of proceeds. For FY 2020-21, fund balance of \$200.2 million is 13.8% lower than FY 2019-20.

Departments provide the estimates used to budget the beginning balances in their funds. They make their projections based on their experience from prior years combined with the most current information about year to date actual revenues and expenses. It is not uncommon for beginning fund balance



estimates to differ as budgets must be formulated for the coming fiscal year almost six months before the end of the current fiscal year. This makes it difficult to closely estimate the resources that will be available. Estimating is particularly problematic for funds that undertake large construction projects and are dependent upon weather and other uncontrollable factors.

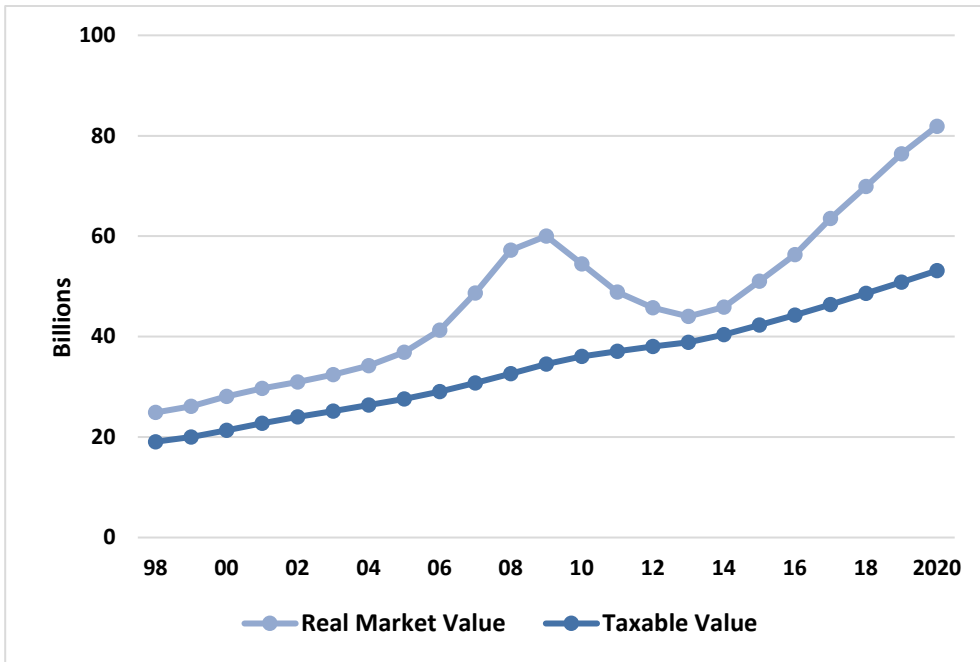
Property Tax Revenue

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

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

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

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

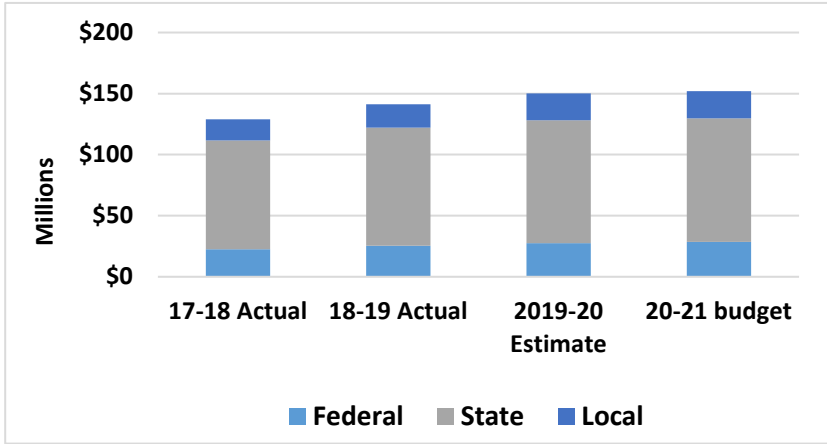


As of January 1, 2019, the most recent valuation date available, the market value of property in Clackamas County was \$81.9 billion. This is the fourth year the total has exceeded the previous high of \$60 billion which was reached in 2008. Five years ago, market value was 36.5% below the 2008 high value so the market has been improving.

The assessed value of an average home is equal to about 70% of its real market value. The Assessor’s value represents the property values as of the assessment date which is January 1, 2019 and reflects the change in value from January 1, 2018 to January 1, 2019.

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

State, Federal and Local Revenue



Clackamas County reports revenue from other jurisdictions in three classifications, State, Federal and Local. These moneys are alike in that they are provided (with the exception of shared revenue from federal lands discussed below) for the operation of specific programs mandated or otherwise designated by those jurisdictions.

When Interfund Transfers have been excluded, they make up 27% of total resources. Departments estimate the grant revenues they will receive based on the most current information provided to by their grantors.

State Revenues (13%) – Budgeted at \$101.2 million in FY 2020-21, State funding provides the largest share of support for designated activities. The FY 2020-21 budgeted represents a decrease of \$5.9 million from FY 2019-20. The budget change is made up various revenue increases in several small programs and some significant decreases in larger programs. The major decreases are outlined below.

The most significant decrease of \$4.1 million is found in Social Services which is budgeted to receive \$18.1 million in FY 2020-21. Revenue from Oregon Department of Human Services is budgeted \$2.8 million lower than FY 2019-20.

The Behavioral Health programs are budgeted at \$14.9 million; \$3.3 million lower than in FY 2019-20.

State shared revenue in the General Fund is budgeted to add \$7.1 million for FY 2020-21 which is comprised of the liquor and cigarette tax, support for the County Assessor and new marijuana tax revenue. In addition, the Business and Economic Development Fund receives \$2.0 million in video lottery money for economic development activities.

Federal Revenues (4%) - Moneys from federal sources are budgeted at \$28.5 million for FY 2020-21, which is a \$2.5 million increase from the prior year. The three funds projected to receive the greatest amount of federal revenues include Social Services \$6.4 million, Community Development \$4.9 million, and the Road Fund \$3.6 million.

Local Revenues (3%) - Local Revenue refers to funds that are provided by cities, counties and regional agencies. These sources combined add \$23.5 million in revenue to Clackamas County. The Sheriff receives \$11.0 million from contracts with cities for patrol services as these municipalities have elected not to maintain their own patrol units and as well as from Metro for patrolling the light rail lines that run through Clackamas County. In FY 2020-21, due to COVID-19, Transient Room Tax (hotel/motel) was reduced from \$5.4 million in FY 2019-20 to \$1.3 million. Finally the Library Services Fund receives \$2.9 million from the Library District for the operation of the Oak Lodge Library.

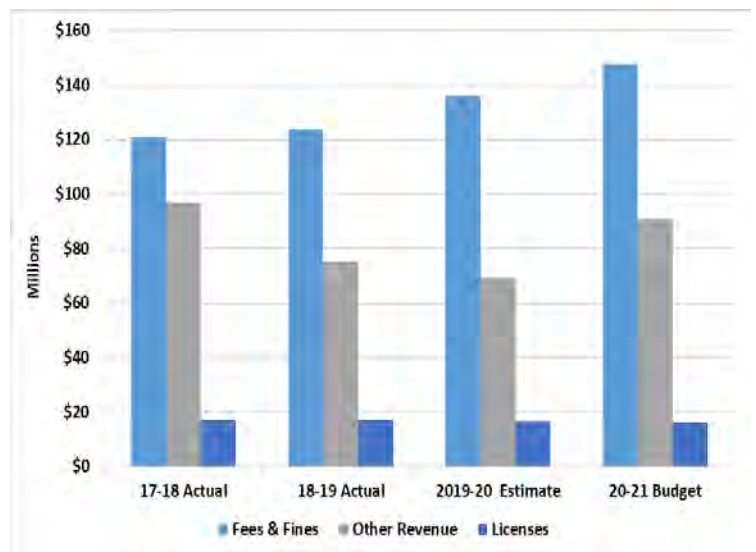
Fees and Fines, Other Revenue and Licenses

These revenues come from payments for services and support the units that provide those services. As a group, they provide 33% of Clackamas County’s resources net Interfund Transfers.

Fees and Fines (19%) – These are payments for services provided by County departments to citizens or to other departments. The County policy on fees is that they should be in compliance with state statutes and County ordinances and set at a level sufficient to recover the total cost associated with the service provided. Charges may be set below cost if it is determined by the Commissioners to be in the best interest of the County. Fines are included in this category but the only significant source of fines is the Justice Court which is budgeted to collect about \$4.0 million during FY 2020-21. Fees and fines together will bring in about \$147.5 million to the County this year, an increase of \$0.4 million.

A significant portion of fee revenue comes from the County’s cost allocation system through which departments pay each other for such centralized services as data processing, accounting, legal services and mailroom support. These revenues are generally calculated using historical costs and are recovered by service providing departments in arrears. As might be expected, one of the largest recipients of fee revenue is the General Fund which in FY 2020-21 is \$16.7 million for services that are accounted for under this umbrella and purposely held at the same level as FY 2019-20.

Another important component of fee revenue in the General Fund is recording fees collected by the County Clerk which are projected to amount to \$3.3 million this year. This revenue is estimated by the Clerk based on recent trends and projected economic conditions.



Outside the General Fund are other internal service providers that also generate fees. Technology Services is budgeted to receive \$13.2 million for providing information management and computer services to County departments and other agencies. Facilities Management earns \$10.5 million for maintenance and management of County owned and leased facilities. Services include janitorial work, maintenance and repair of heating, air conditioning, plumbing, electrical and mechanical systems, and safety compliance responsibilities. Fleet Services earns \$5.5 million for maintaining and repairing County and other publicly owned vehicles. Central Dispatch brings in \$6.4 million from the police and fire jurisdictions that rely on it for 9-1-1 answering and emergency radio dispatching services.

Other Revenue (12%) – This revenue classification is a catchall for sources as diverse as interest income, miscellaneous reimbursements, sales and loan proceeds. The category is budgeted to contribute \$90.7 million to total County revenues for FY 2020-21. About \$25.2 million is accounted for in the General Fund composed primarily of salary reimbursements from other agencies that depend upon the General County to process their payrolls. These personnel services costs are reimbursed dollar for dollar. The Sheriff expects to receive \$6.9 million, almost all in salary reimbursements for

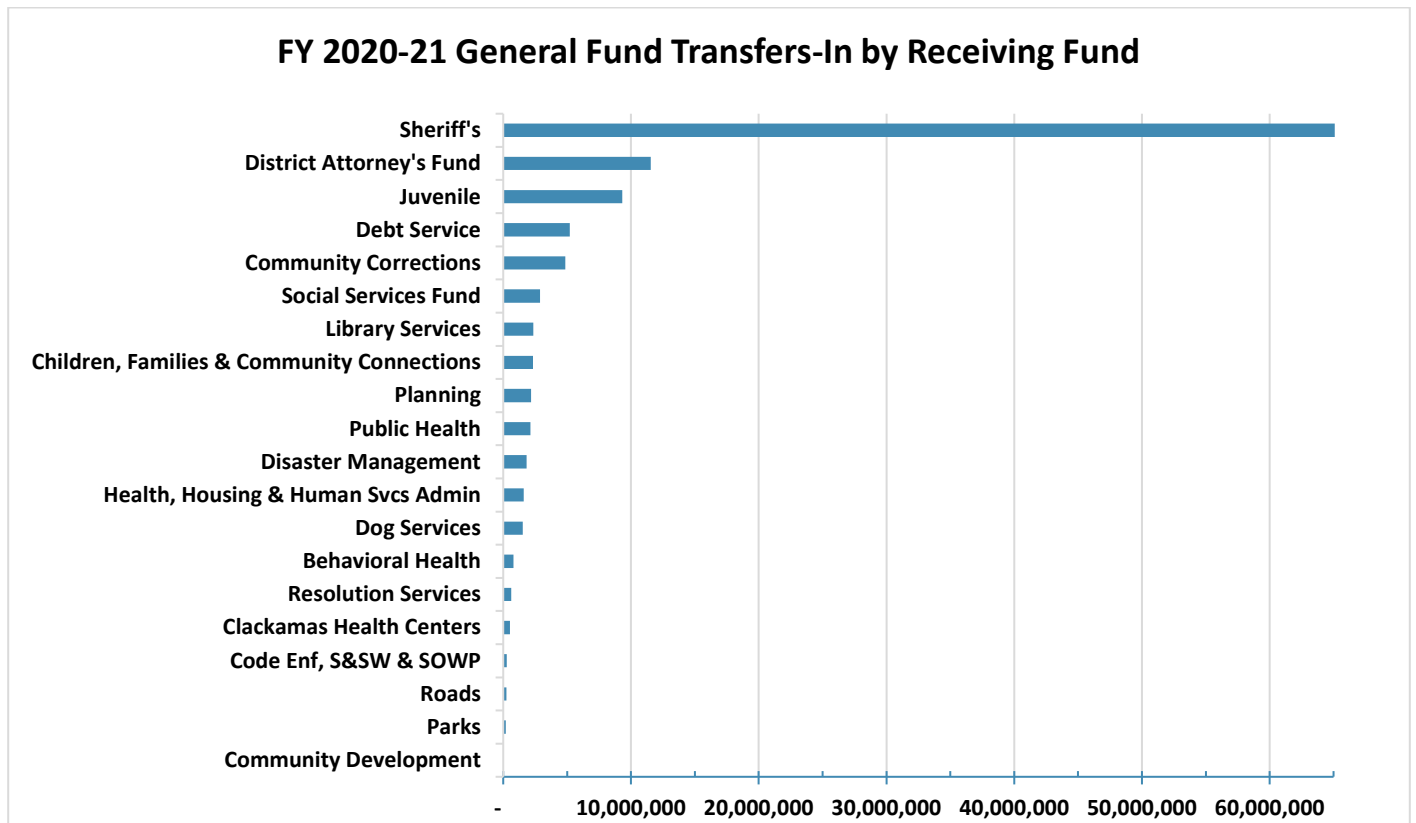
employees funded by the Enhanced Law Enforcement District. As in the General Fund, costs are reimbursed dollar for dollar. The Self-Insurance Fund has budgeted \$30.3 million in medical and other insurance coverage for employees. These contributions are determined in consultation with an actuary.

Licenses and Permits (2%) – Represent the granting of authority to do something such as build a house or provide cable or garbage hauling service within the County’s jurisdiction. Countywide, this source is budgeted at \$16.3 million for FY 2020-21. Construction related fees are recorded in the Building Codes Fund which anticipates collecting \$7.5 million in various licenses. Among the more significant sources are electrical permits, building permits, and plan check permits. The Transportation System Development Charge Fund is budgeted to receive \$2.0 million toward new construction. These funds will be used for capacity improvements necessitated by the new growth. In the General Fund, cable franchises are budgeted to add \$1.9 million and the Code Enforcement and Solid Waste Fund will collect \$2.1 million in garbage hauler franchise payments based on agreements with franchisees.

Interfund Transfers

Interfund transfers are dollars sent from one fund to another within Clackamas County. Transfers are recorded to track the movement of moneys between funds but they also create a double counting of those moneys as both funds involved show revenue when they receive the funds and expense when they use them. To eliminate this duplication, the revenues analyzed in this financial summaries section calculate percentages of total resources after interfund transfers have been removed.

Most interfund transfers come from the General Fund and are composed of property tax revenue and other non-restricted monies such as cigarette and liquor taxes and franchise fees collected in the General Fund. These resources are then sent to the various County funds to support their operations. Budgeted transfers in FY 2020-21 total \$129.3 million from the General Fund to departments such as the Library Fund, Parks Fund, Sheriff’s Fund and Community Corrections.



This section is designed to provide an opportunity for department heads to discuss the issues that are of significance in terms of their total operation. By limiting the analysis to individual funds, this overall perspective can be lost. A countywide organizational chart introduces this section to provide an overall perspective.

Now in its sixth year is Performance Clackamas, a strategic plan and management system for the County based on a process known as Managing for Results that focuses on measurable results for customers. This plan was adopted by the County Commissioners in September 2014, after consideration of public input received over the prior 18 months at business meetings, open houses, community events, surveys, and other methods. Performance Clackamas is built around strategic priorities and measurable goals with specific outcomes. The 5 strategic priorities are:

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

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

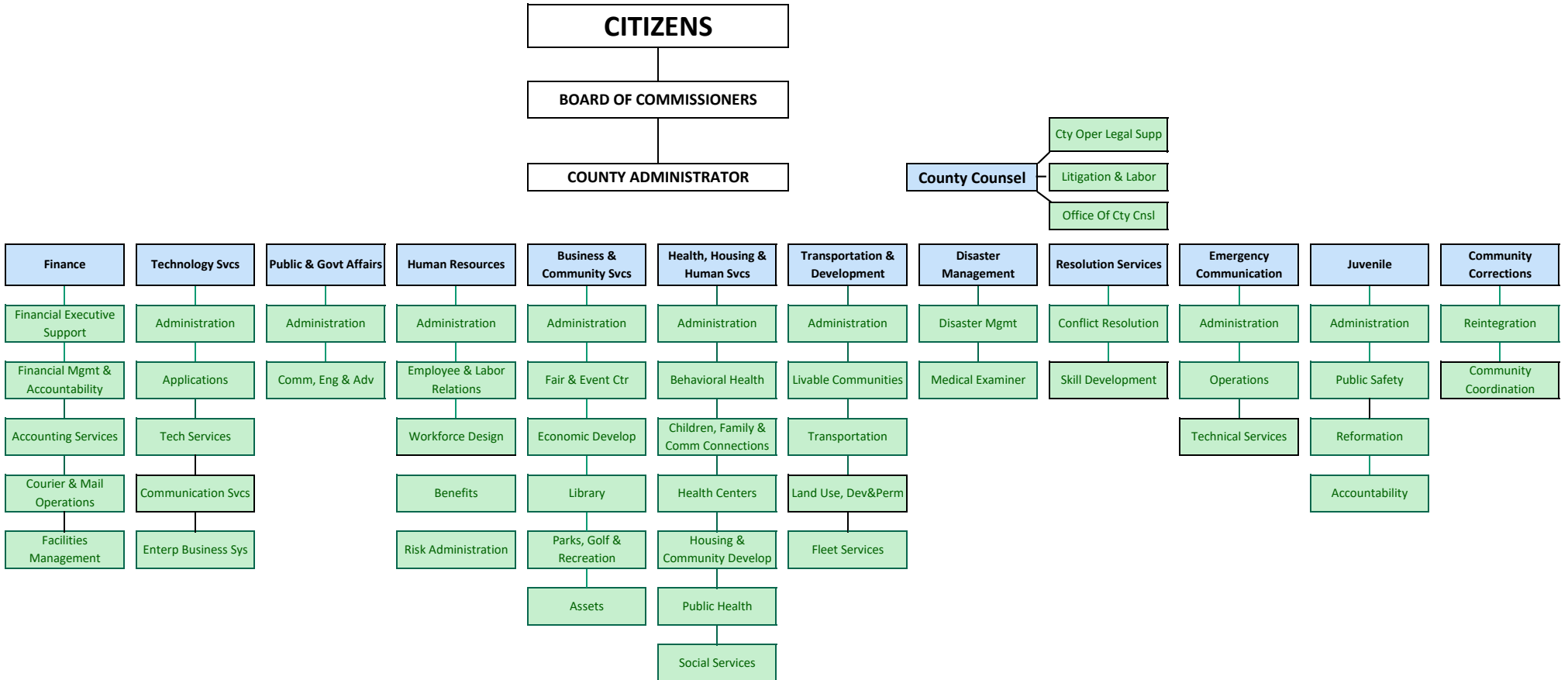
Seventeen departments have developed their Performance Clackamas strategic business plans thus far: Finance, Business and Community Services, Transportation and Development, Technology Services, Disaster Management, Assessor, Board of County Commissioners and County Administration, Counsel, Clerk, Public and Government Affairs, Health, Housing, and Human Services, Juvenile, Emergency Communications, Community Corrections, Human Resources, and Resolutions Services.. These will be the departments presented first in this section. Other departments, such as the District Attorney and Treasurer's Office, are currently developing their plans.

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

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

Departments that have not yet developed their strategic plans will be presented as in previous years. Each section will begin with a one page summary of the department's expenditures by category and by fund over the last four years. Each department then discusses its mission, provides an overview of major programs, and details primary goals and objectives toward the accomplishment of its mission and reports on key performance measures.

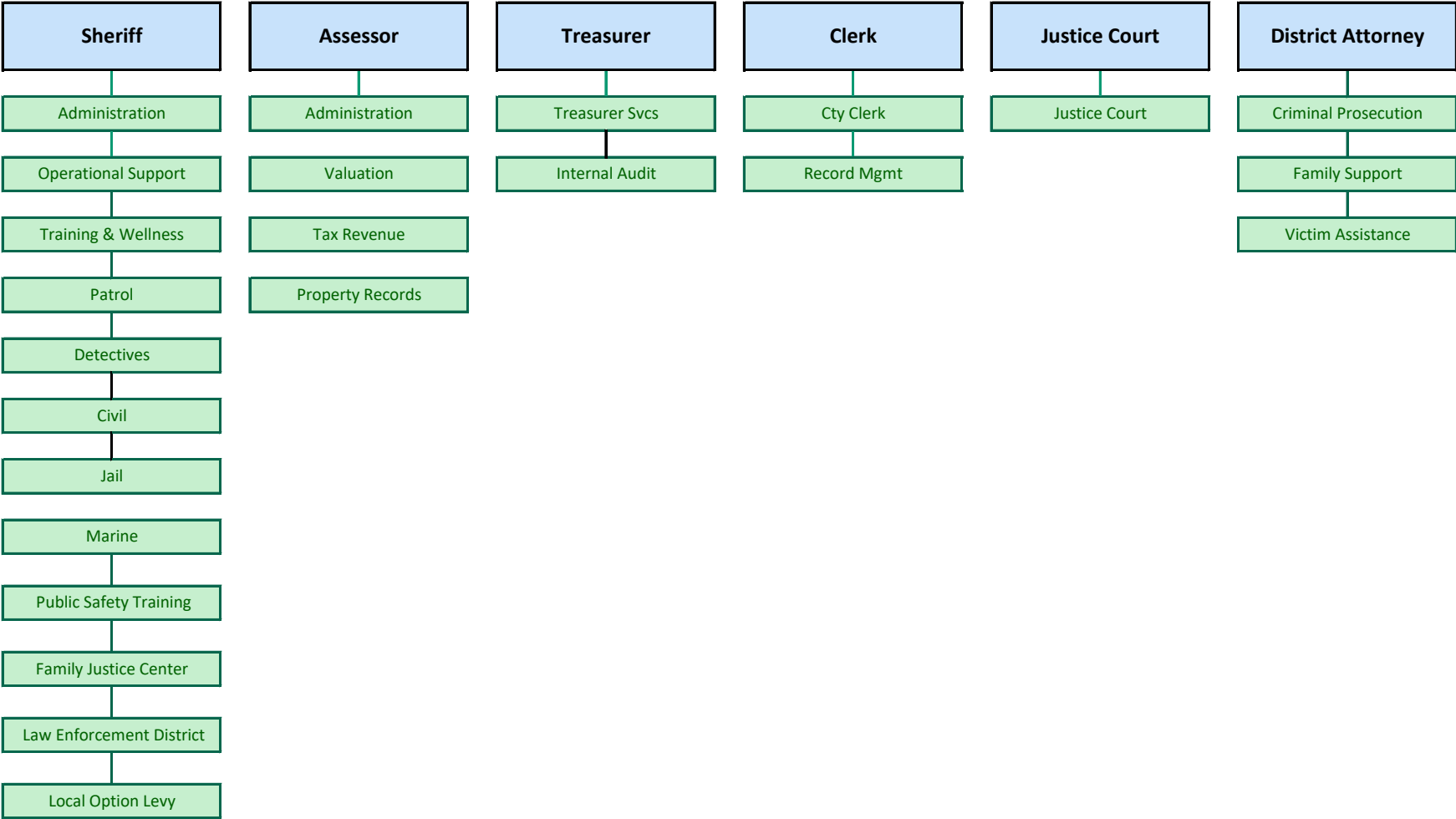
Clackamas County Departments Overseen by the Board of County Commissioners



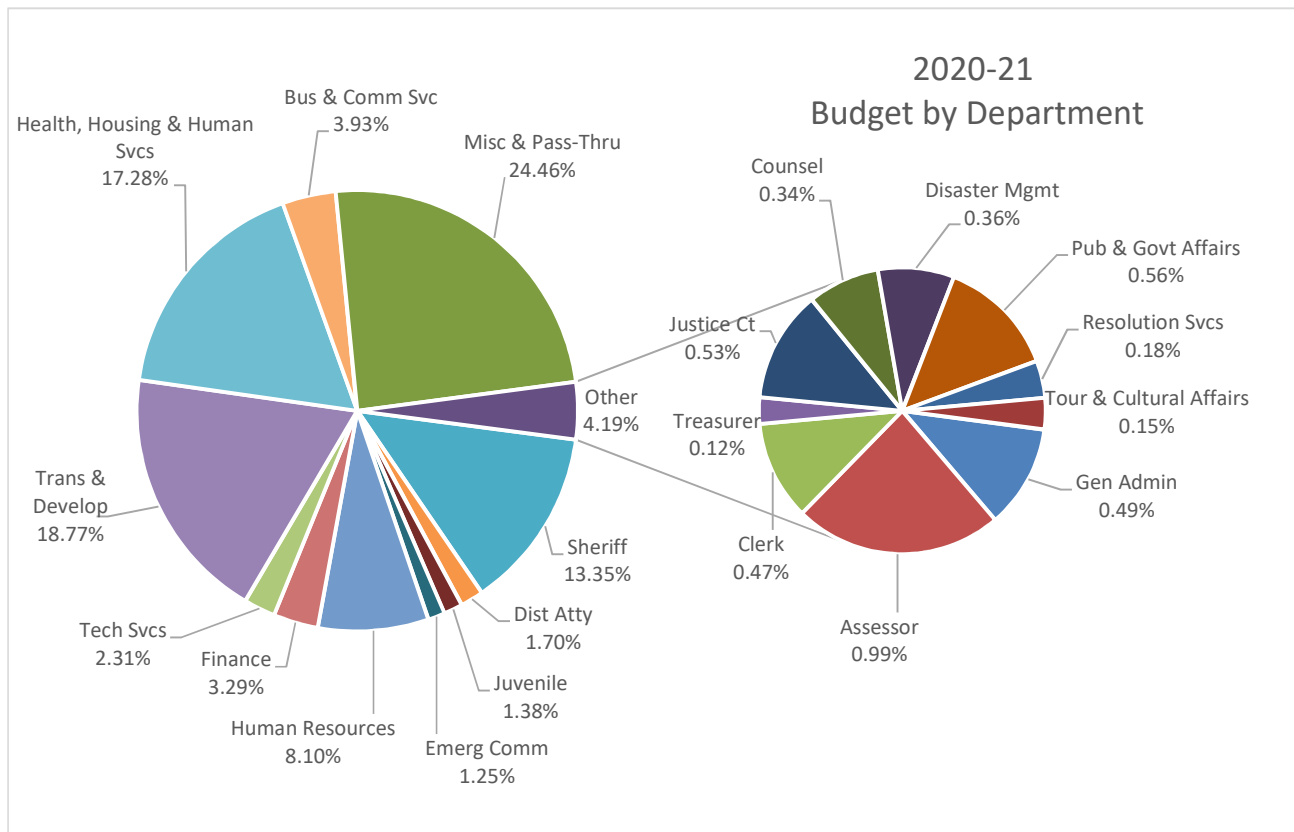
Clackamas County Departments

Overseen by Elected Officials

CITIZENS



| | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|--------------------|--------------------|--------------------|-----------------------|--------------------|
| Requirements by Department | | | | | |
| General County Administration | 3,959,281 | 4,382,755 | 4,517,376 | 4,249,027 | 4,357,091 |
| Assessor | 7,490,869 | 7,685,462 | 8,952,543 | 8,209,578 | 8,800,510 |
| Clerk | 3,242,322 | 3,515,644 | 4,221,915 | 3,621,675 | 4,184,844 |
| Treasurer | 946,811 | 918,803 | 1,109,763 | 1,076,375 | 1,115,170 |
| Sheriff / Community Corrections | 103,962,310 | 109,035,274 | 119,752,846 | 115,817,972 | 119,065,922 |
| District Attorney | 12,567,623 | 13,393,626 | 14,966,955 | 14,404,837 | 15,182,445 |
| Justice Court | 3,810,991 | 4,034,136 | 6,224,560 | 5,264,944 | 4,714,256 |
| Juvenile | 9,733,727 | 9,555,191 | 14,922,827 | 13,890,506 | 12,296,765 |
| County Counsel | 2,607,745 | 2,728,521 | 2,941,273 | 2,841,754 | 3,031,453 |
| Disaster Management | 2,399,243 | 2,375,542 | 4,781,614 | 4,264,262 | 3,214,047 |
| Emerg Communications | 7,686,330 | 7,848,190 | 10,554,488 | 8,509,380 | 11,195,666 |
| Public & Gov Affairs | 4,710,618 | 5,003,436 | 5,649,234 | 5,564,225 | 5,038,930 |
| Human Resources | 35,415,028 | 36,815,537 | 68,091,537 | 39,356,845 | 72,262,971 |
| Finance / Capital Proj | 18,248,285 | 22,401,720 | 36,339,482 | 21,945,556 | 29,326,266 |
| Technology Services | 16,237,313 | 16,475,512 | 26,091,041 | 23,543,993 | 20,644,396 |
| Transportation & Development | 61,815,315 | 71,945,266 | 137,491,249 | 78,816,365 | 167,421,486 |
| Health, Housing & Human Svcs | 101,784,064 | 112,670,842 | 162,908,997 | 125,289,826 | 154,130,065 |
| Business & Community Svcs | 16,558,286 | 17,058,122 | 34,679,471 | 18,186,047 | 35,054,452 |
| Resolution Services | 1,542,962 | 1,624,058 | 1,723,636 | 1,356,925 | 1,563,643 |
| Tourism & Cultural Affairs | 5,007,853 | 5,533,549 | 5,939,533 | 3,906,704 | 1,326,268 |
| Miscellaneous & Pass-Thru Items | 201,061,571 | 182,653,015 | 240,732,118 | 191,088,822 | 218,240,691 |
| Total Requirements by Department | 620,788,547 | 637,654,201 | 912,592,458 | 691,205,618 | 892,167,337 |





Finance

Elizabeth Comfort, Director

**2051 Kaen Road
Oregon City, Oregon 97045
503-742-5400**

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



Department Mission

The mission of the Department of Finance is to provide financial and facilities management services to County departments and agencies so they can effectively deliver services to their customers while promoting transparency and responsible stewardship of public funds.

Department of Finance

Elizabeth Comfort - Director, Interim
 Christa Bosserman Wolfe - Deputy Director
 FTE 97.53
 Total Adopted \$ 23,936,185

General Fund Support \$ 1,822,335

| | | | | |
|---|--|---|---|--|
| Financial Executive Support Total Adopted \$1,723,686 Gen Fund \$ 631,570 | Financial Management & Accountability Total Adopted \$3,863,473 Gen Fund \$ 1,335,866 | Accounting Services Total Adopted \$1,746,213 Gen Fund \$ (192,441) | Courier & Mail Total Adopted \$784,926 Gen Fund \$ 47,340 | Facilities Management Jeff Jorgensen - Division Director Total Adopted \$15,817,887 Gen Fund \$ - |
| Executive Leadership & Administration Elizabeth Comfort - Director FTE 3.75 Total Adopted \$1,051,798 Gen Fund \$ (40,318) | Procurement and Contract Services George Marlton - Chief Procurement Officer FTE 8.65 Total Adopted \$1,290,809 Gen Fund \$ 172,318 | Payroll Vicky Anderson - Manager FTE 5.30 Total Adopted \$750,449 Gen Fund \$ 117,729 | Courier & Mail Operations Laurie Bergstrom - Office Supervisor FTE 3.93 Total Adopted \$784,926 Gen Fund \$ 47,340 | Facilities Operations Dan Robertson - Operations Manager FTE 29.00 Total Adopted \$4,777,973 Gen Fund \$ - |
| Financial Systems Support Christa Bosserman Wolfe - Deputy Director FTE 2.00 Total Adopted \$671,888 Gen Fund \$ 671,888 | Financial Accounting & Reporting Christa Bosserman Wolfe - Deputy Director FTE 8.30 Total Adopted \$1,500,800 Gen Fund \$ 580,700 | Accounts Payable FTE 5.30 Total Adopted \$394,502 Gen Fund \$ (258,465) | | Facilities Construction & Projects Steven Bloemer - Construction Supervisor FTE 12.00 Total Adopted \$1,480,677 Gen Fund \$ - |
| | Budget Sandra Montoya - Manager FTE 5.30 Total Adopted \$1,071,864 Gen Fund \$ 582,848 | Accounts Receivable FTE 4.00 Total Adopted \$601,262 Gen Fund \$ (51,705) | | Utilities Dan Robertson - Operations Manager FTE 0.00 Total Adopted \$2,418,741 Gen Fund \$ - |
| | | | | Facilities Administrative Services Stephen Hill - Business Services Manager FTE 10.00 Total Adopted \$7,140,496 Gen Fund \$ - |

*The Finance Department also manages the Capital Project Fund 420, which totals \$5,390,081 and is detailed in the Capital Projects Reserve Fund.



Finance Department

Department Budget Summary by Fund

| <i>Line of Business</i> | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 |
|---------------------------------------|--------------|------------------|----------------------------|----------------------|---|
| <i>Program</i> | FTE | General Fund | Facilities Management Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Financial Executive Support | | | | | |
| Executive Leadership & Administration | 3.75 | 1,051,798 | | 1,051,798 | (40,318) |
| Financial Systems Support | 2.00 | 671,888 | | 671,888 | 671,888 |
| Financial Management & Accountability | | | | | |
| Procurement and Contract Services | 8.65 | 1,290,809 | | 1,290,809 | 172,318 |
| Financial Accounting & Reporting | 8.30 | 1,500,800 | | 1,500,800 | 580,700 |
| Budget | 5.30 | 1,071,864 | | 1,071,864 | 582,848 |
| Accounting Services | | | | | |
| Payroll | 5.30 | 750,449 | | 750,449 | 117,729 |
| Accounts Payable | 4.00 | 394,502 | | 394,502 | (258,465) |
| Accounts Receivable | 5.30 | 601,262 | | 601,262 | (51,705) |
| Courier & Mail Operations | | | | | |
| Courier and Mail | 3.93 | 784,926 | | 784,926 | 47,340 |
| Facilities Management | | | | | |
| Facilities Operations | 29.00 | | 4,777,973 | 4,777,973 | - |
| Facilities Construction & Projects | 12.00 | | 1,480,677 | 1,480,677 | - |
| Utilities | 0.0 | | 2,418,741 | 2,418,741 | - |
| Facilities Administrative Services | 10.00 | | 7,140,496 | 7,140,496 | - |
| TOTAL | 97.53 | 8,118,298 | 15,817,887 | 23,936,185 | 1,822,335 |
| FY 19/20 Budget | 97.53 | 8,490,234 | 13,458,316 | 21,948,550 | 2,312,285 |
| \$ Increase (Decrease) | 0.00 | (371,936) | 2,359,571 | 1,987,635 | (489,950) |
| % Increase (Decrease) | 0.00% | -4.38% | 17.53% | 9.06% | -21.19% |

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



Financial Executive Support

Executive Leadership & Administration




Purpose Statement

The purpose of the Executive Leadership & Administration program is to provide leadership, administrative, financial, communications and strategic planning services to Department Employees and other County Leadership so they can make informed decisions that further the achievement of both strategic and operational results.

Performance Narrative Statement

The Executive Leadership & Administration Program adopts a \$1,051,798 budget, a continuation of current service funding levels. These resources will allow the program to deliver training, financial policy development and implementation, and contract generation and management services to department and County staff so they can effectively manage and apply the finances of the County, and provide procurement and facilities services which benefit County residents through responsible management, furthering the strategic objective of building public trust through good government. These resources will also allow us to effectively manage staffing and benefits in the Finance department, so that Department staff can focus their efforts on service delivery to other work units and the public, and support the strategic goal of building public trust through good government.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | Department respondents will “agree” or “strongly agree” that they receive quality professional services from the Finance Department that equip them to do their jobs | NEW | NEW | NEW | NEW | 85% |
|  Result | Bond rating maintained or improved | Aaa | Aaa | Aaa | Aaa | N/A |
|  Result | % Finance Divisions/Programs with updated strategic plan performance results | NEW | 75% | 100% | 100% | N/A |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation Oversees the annual production of the County's Budget and Comprehensive Annual Financial Report, as well as all other Lines of Business of the Department, which many are required by regulations. Also, actively manages the County's debt within statutory limits.



Financial Executive Support

Executive Leadership & Administration

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | - | 223,889 | - | - | 1,092,116 | 1,092,116 | 0% |
| Charges for Service | 1,556 | - | - | - | - | - | 0% |
| Other Revenues | 2,243 | 300 | - | - | - | - | 0% |
| Operating Revenue | 3,799 | 300 | - | - | - | - | 0% |
| Total Rev - Including Beginning Bal | 3,799 | 224,189 | - | - | 1,092,116 | 1,092,116 | #DIV/0! |
| Personnel Services | 752,807 | 752,640 | 973,025 | 901,686 | 884,434 | (88,591) | -9.1% |
| Materials & Services | 76,324 | 117,003 | 174,655 | 119,371 | 115,285 | (59,370) | -34.0% |
| Cost Allocation Charges | 54,753 | 51,300 | 55,438 | 55,438 | 52,079 | (3,359) | -6.1% |
| Operating Expenditure | 883,884 | 920,943 | 1,203,118 | 1,076,495 | 1,051,798 | (151,320) | -12.6% |
| Contingency | - | - | - | - | - | - | 100.0% |
| Total Exp - Including Special Categories | 883,884 | 920,943 | 1,203,118 | 1,076,495 | 1,051,798 | (151,320) | -12.6% |
| General Fund Support (if applicable) | 880,085 | 696,754 | 1,203,118 | 1,076,495 | (40,318) | (1,243,436) | -103.4% |
| Full Time Equiv Pos (FTE) Budgeted | 4.80 | 5.00 | 5.75 | 5.75 | 3.75 | (2.00) | -34.8% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.60 | 4.80 | | 5.00 | | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | (0.80) | 0.20 | | 0.75 | | - | |

Significant Issues and Changes

*Reductions are due to movement of personnel and expenditures to new programs. Beginning fund balance grew due to departmental vacancies in essential personnel.



Financial Executive Support

Financial System Support



Purpose Statement

The purpose of the Financial Systems Support program is to provide systems implementations, updates, training and ongoing support services to System Users so they can record, monitor, manage and report their financial information from the County's systems of record.

Performance Narrative Statement

The Financial System Support Program adopts a \$671,888 budget, a continuation of current service funding levels. These resources will allow the program to deliver financial systems development, implementation, maintenance and training to department and County staff so they can effectively manage and apply the finances of the County, which benefit County residents through responsible management, furthering the strategic objective of building public trust through good government.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | Systems users who "strongly agree" or "agree" that they can record, monitor, manage, and report their financial information from the County's system of record | NEW | NEW | NEW | NEW | 85% |
|  Output | Number of employees that attended PeopleSoft Finance classes | 50 | 50 | 50 | 50 | N/A |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Financial Executive Support

Financial System Support

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | - | - | - | - | - | - | 0% |
| Other Revenues | - | - | - | - | - | - | 0% |
| Operating Revenue | - | - | - | - | - | - | 0% |
| Total Rev - Including Beginning Bal | - | - | - | - | - | - | 0% |
| Personnel Services | - | - | - | - | 343,902 | 343,902 | 100% |
| Materials & Services | - | - | - | - | 321,971 | 321,971 | 100% |
| Indirect Costs (Internal Dept Chgs) | - | - | - | - | - | - | 0% |
| Cost Allocation Charges | - | - | - | - | 6,015 | 6,015 | 100% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | - | - | - | - | 671,888 | 671,888 | 100% |
| Debt Service | - | - | - | - | - | - | 0% |
| Special Payments | - | - | - | - | - | - | 0% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Reserve for Future Expenditures | - | - | - | - | - | - | 0% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | - | - | - | - | 671,888 | 671,888 | 100% |
| General Fund Support (if applicable) | 0 | 0 | 0 | 0 | 671,888 | 671,888 | 100% |
| Full Time Equiv Pos (FTE) Budgeted | - | - | - | - | 2.00 | 2.00 | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | - | - | - | - | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | |

Significant Issues and Changes

* This is a new program that we created when we developed our new strategic plan. 2 employees and this work was previously housed in the Office of the Director (now Executive Leadership & Administration).

* Material & Services is held for costs of OpenGov Software and other PeopleSoft technology service enhancement projects.

* Contingency was reduced by \$363K as part of the Reduction packages.



Financial Management & Accountability

Procurement and Contract Services



Purpose Statement

The purpose of the Procurement and Contract Services Program is to provide policy training, and the acquisition of goods and contracted services to County Departments and agencies so they can acquire the goods and services needed within established timelines and in compliance with public procurement requirements.

Performance Narrative Statement

The Procurement and Contract Services Program adopts a \$1,290,809 budget. The adopted budget is intended to reflect the resources required to maintain the current high level of support to all County departments, agencies and districts. These resources will provide County departments, agencies and districts with timely procurement and contract services, personal property repurposing and disposition services so they can successfully fulfill their strategic goals.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | County employees attending procurement trainings | NEW | NEW | NEW | NEW | 15% |
|  Result | % successfully completed procurements (Unsuccessful procurements are projects that are cancelled because no bids, over budget, or the project has been cancelled.) | 99% | 99% | 90% | 100% | N/A |
| Result | % Small contracts (<\$50k) completed within 10 business days | NEW | 85% | 85% | 88% | N/A |
| Output | Number of contracts completed | 1082 | 1082 | 900 | 579 | N/A |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation The process for procuring goods and services is governed by County codes, State law (ORS 279), and Federal regulations.



Financial Management & Accountability

Procurement and Contract Services

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Charges for Service | 629,459 | 888,944 | 900,491 | 905,498 | 900,491 | - | 0% |
| Other Revenues | 126,088 | 113,459 | 214,272 | 222,617 | 218,000 | 3,728 | 1.7% |
| Operating Revenue | 755,547 | 1,002,403 | 1,114,763 | 1,128,115 | 1,118,491 | 3,728 | 0.3% |
| Total Rev - Including Beginning Bal | 755,547 | 1,002,403 | 1,114,763 | 1,128,115 | 1,118,491 | 3,728 | 0.3% |
| Personnel Services | 864,310 | 1,006,129 | 1,069,432 | 1,054,932 | 1,092,790 | 23,358 | 2.2% |
| Materials & Services | 83,914 | 106,235 | 117,450 | 108,800 | 112,008 | (5,442) | -4.6% |
| Cost Allocation Charges | 65,393 | 64,348 | 85,712 | 85,712 | 86,011 | 299 | 0.3% |
| Capital Outlay | 6,362 | - | - | - | - | - | 0% |
| Operating Expenditure | 1,019,979 | 1,176,712 | 1,272,594 | 1,249,444 | 1,290,809 | 18,215 | 1.4% |
| Total Exp - Including Special Categories | 1,019,979 | 1,176,712 | 1,272,594 | 1,249,444 | 1,290,809 | 18,215 | 1.4% |
| General Fund Support (if applicable) | 264,432 | 174,309 | 157,831 | 121,329 | 172,318 | 14,487 | 9.2% |
| Full Time Equiv Pos (FTE) Budgeted | 6.70 | 6.70 | 8.65 | 8.65 | 8.65 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 6.70 | 5.70 | | 8.65 | | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | | - | | - | |

Significant Issues and Changes

*Currently recruiting to fill vacant position.



Financial Management & Accountability

Financial Accounting & Reporting



Purpose Statement

The purpose of the Financial Accounting & Reporting Program is to provide financial reporting, general ledger, and grants management services to the County and County Departments so they can have timely and accurate financial reports to make informed decisions.

Performance Narrative Statement

The Financial Accounting & Reporting Program adopts a budget of \$1,500,800, a continuation of our current funding level. These resources will allow us to complete the required financial management, reporting, and the Single Audit for 220 Federal financial assistance awards and various other grants, at a cost of \$5,001 per award/grant. Achieving these targets allows the County departments to both retain existing funding and obtain new funding, while in good standing with grantors.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
|  Result | Grants without financial audit & monitoring findings | NEW | NEW | NEW | NEW | 100% |
|  Result | % Financial reports filed on or before the due date | NEW | 87% | 100% | 87% | 100% |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation The County is required under 2 CFR 200, as recipient of Federal grant funds to maintain a financial management system, policies and procedures, and internal controls in accordance with these regulations. The County must also have a Single Audit of its Federal expenditures each year, to remain eligible for Federal funding.

The County is required to prepare an annual financial report, for each of its governmental entities, and submit the report to the Secretary of State Audits Division by December 31st, as outlined in OAR 162-010-0010 through OAR 162-010-0330.



Financial Management & Accountability

Financial Accounting & Reporting

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Charges for Service | 784,448 | 903,004 | 920,100 | 920,100 | 920,100 | - | 0% |
| Other Revenues | 10 | - | - | - | - | - | 100.0% |
| Operating Revenue | 784,458 | 903,004 | 920,100 | 920,100 | 920,100 | - | 0% |
| Total Rev - Including Beginning Bal | 784,458 | 903,004 | 920,100 | 920,100 | 920,100 | - | 0% |
| Personnel Services | 784,394 | 811,366 | 950,741 | 885,741 | 1,130,255 | 179,514 | 18.9% |
| Materials & Services | 73,162 | 74,558 | 79,972 | 82,137 | 295,962 | 215,990 | 270.1% |
| Cost Allocation Charges | 59,502 | 62,494 | 69,593 | 69,593 | 74,583 | 4,990 | 7.2% |
| Operating Expenditure | 917,058 | 948,417 | 1,100,306 | 1,037,471 | 1,500,800 | 400,494 | 36.4% |
| Total Exp - Including Special Categories | 917,058 | 948,417 | 1,100,306 | 1,037,471 | 1,500,800 | 400,494 | 36.4% |
| General Fund Support (if applicable) | 132,600 | 45,413 | 180,206 | 117,371 | 580,700 | 400,494 | 222.2% |
| Full Time Equiv Pos (FTE) Budgeted | 7.30 | 7.30 | 6.30 | 6.30 | 8.30 | 2.00 | 31.7% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 7.30 | 7.30 | | 5.30 | | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | 1.00 | | - | |

Significant Issues and Changes

* This is a new program from our new strategic plan. In FY19/20, it was the Grants program only.

* 2 FTE that supported the General Ledger and Annual Audit moved from previous accounting program into this new program. Cost increases are largely attributed to the change in the program structure, as well as moving the audit fees to this program.



Financial Management & Accountability

Budget


Purpose Statement

The purpose of the Budget Program is to provide financial planning, analysis, monitoring and support services to County leadership, County Departments, and Agencies so they can effectively manage resources to achieve their strategic and operational results in a fiscally sustainable manner.

Performance Narrative Statement

The Budget Program adopts a budget of \$1,071,864, a continuation of our current funding level. These resources will allow us to provide county leaders and employees with timely budget development, consultation and review services so they can manage public funds effectively, tie resources to expected performance and achieve results that matter to taxpayers. This furthers the countywide strategic objective of building public trust through good government.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | Appropriation in which year-end actual is within 5% of final budget | NEW | NEW | NEW | NEW | 75% |
|  Result | % of departmental budgets where expenditures do not exceed appropriations at end of fiscal year. | 70% | 98% | 100% | NA ¹ | N/A |

¹ NA - Audit results are monitored as of fiscal year end.

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation Per Oregon Revised Statutes, Chapter 294, local governments are required to adopt a budget, make appropriations, and declare and categorize property taxes prior to the beginning of the fiscal year and before money is spent or obligations incurred.



Financial Management & Accountability

Budget

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | 900,000 | 900,000 | - | (900,000) | -100.0% |
| Charges for Service | 416,632 | 435,784 | 1,009,016 | 489,016 | 489,016 | (520,000) | -51.5% |
| Other Revenues | - | 20 | - | - | - | - | 0% |
| Operating Revenue | 416,632 | 435,804 | 1,909,016 | 489,016 | 489,016 | (1,420,000) | -74.4% |
| Total Rev - Including Beginning Bal | 416,632 | 435,804 | 2,809,016 | 1,389,016 | 489,016 | (2,320,000) | -82.6% |
| Personnel Services | 431,641 | 295,583 | 603,784 | 492,784 | 764,292 | 160,508 | 26.6% |
| Materials & Services | 27,617 | 22,394 | 607,668 | 551,748 | 267,169 | (340,499) | -56.0% |
| Cost Allocation Charges | 34,124 | 34,317 | 36,969 | 36,969 | 40,403 | 3,434 | 9.3% |
| Operating Expenditure | 493,382 | 352,294 | 1,248,421 | 1,081,501 | 1,071,864 | (176,557) | -14.1% |
| Contingency | - | - | 374,000 | - | - | (374,000) | -100.0% |
| Total Exp - Including Special Categories | 493,382 | 352,294 | 1,622,421 | 1,081,501 | 1,071,864 | (550,557) | -33.9% |
| General Fund Support (if applicable) | 76,750 | (83,510) | (1,186,595) | (307,515) | 582,848 | 1,769,443 | -149.1% |
| Full Time Equiv Pos (FTE) Budgeted | 4.00 | 4.00 | 5.30 | 5.30 | 5.30 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 3.00 | 3.00 | | 4.30 | | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | 1.00 | | 1.00 | | - | |

Significant Issues and Changes

- * The budget manager positions is currently under recruitment with plans to have a new hire by 7/1/20.
- * The large reduction in materials and services is due to the computer non-capital account line being reduced by funds already expended FY19-20 on the OpenGov budget software implementation.
- *The Materials and Services budget includes professional service dollars for our continued review of our current budgeting methodology and/or review of cost allocation.
- *The vacancies we currently have held for the Budget Office will need filled to support the efforts of changing our approach to budgeting at the county, better monitoring, and a higher level of service. These positions are in the process of being filled with intended start dates at the beginning of FY 20-21.



Accounting Services

Payroll


Purpose Statement

The purpose of the Payroll Program is to provide payroll consultation, inquiry response, report, and reconciliation services to County employees and departments so that employees are paid correctly and on-time.

Performance Narrative Statement

The Payroll Program adopts a \$750,449 budget, a continuation of our current funding level. These resources allow the program to serve County employees and departments, processing approximately 61,000 paychecks annually at a cost of \$11.69 a paycheck, so employees are paid accurately and on time, while providing payroll consultation, inquiry response, reporting and reconciliation services. This will result in the responsible management of public funds.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | % Employees per pay period paid correctly and on time | 96% | 93% | 99% | 95% | 99% |
| Output | Number of timesheet amendments completed | 2,537 | 2,400 | 2,500 | 1,875 | 2,500 |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation Wage and hour law - BOLI and the Internal Revenue Service.



Accounting Services

Payroll

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Charges for Service | 590,414 | 599,818 | 632,720 | 632,720 | 632,720 | - | 0% |
| Operating Revenue | 590,414 | 599,818 | 632,720 | 632,720 | 632,720 | - | 0% |
| Total Rev - Including Beginning Bal | 590,414 | 599,818 | 632,720 | 632,720 | 632,720 | - | 0% |
| Personnel Services | 564,231 | 591,152 | 662,386 | 661,755 | 673,464 | 11,078 | 1.7% |
| Materials & Services | 30,576 | 35,125 | 32,001 | 28,491 | 26,427 | (5,574) | -17.4% |
| Cost Allocation Charges | 45,932 | 45,482 | 51,687 | 51,687 | 50,558 | (1,129) | -2.2% |
| Operating Expenditure | 640,739 | 671,759 | 746,074 | 741,933 | 750,449 | 4,375 | 0.6% |
| Total Exp - Including Special Categories | 640,739 | 671,759 | 746,074 | 741,933 | 750,449 | 4,375 | 0.6% |
| General Fund Support (if applicable) | 50,325 | 71,941 | 113,354 | 109,213 | 117,729 | 4,375 | 3.9% |
| Full Time Equiv Pos (FTE) Budgeted | 5.00 | 5.00 | 5.30 | 5.30 | 5.30 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.00 | 5.00 | | 5.30 | | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | - | |

Significant Issues and Changes

* Increases in personnel are due to cost of living, PERS, healthcare, ect...



Accounting Services

Accounts Payable



Purpose Statement

The purpose of the Accounts Payable Program is to provide invoice processing and payment support services to County Departments, so their vendors are paid timely and accurately.

Performance Narrative Statement

The Accounts Payable Program adopts an \$394,502 budget, a continuation of our current funding level. These resources will allow us to continue to provide county leaders and employees with accounting, audit, consultation and review services so they can manage public funds effectively, tie resources to expected performance and achieve results that matter to taxpayers. This furthers the countywide strategic objective of building public trust through good government.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | Payments issued within 7 days of Accounts Payable receiving properly completed payment request | NEW | NEW | NEW | NEW | 100% |
|  Result | % of vendor payments issued via ACH | 6% | 5% | 25% | 19% | 25% |
| Output | Number of vendor payments issued via check | 19,976 | 23,769 | 16,500 | 12,543 | 16,500 |
| Output | Number of vendor payments issued via ACH | 976 | 1,193 | 5,500 | 2,329 | 5,500 |

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation The county is legally and contractually obligated to pay its vendors.



Accounting Services

Accounts Payable

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Federal Grants & Revenues | - | - | - | - | - | - | 0% |
| Charges for Service | - | - | - | - | 652,967 | 652,967 | 100% |
| Operating Revenue | - | - | - | - | 652,967 | 652,967 | 100% |
| Total Rev - Including Beginning Bal | - | - | - | - | 652,967 | 652,967 | 100% |
| Personnel Services | - | - | - | - | 301,560 | 301,560 | 100% |
| Materials & Services | - | - | - | - | 39,245 | 39,245 | 100% |
| Cost Allocation Charges | - | - | - | - | 53,697 | 53,697 | 100% |
| Operating Expenditure | - | - | - | - | 394,502 | 394,502 | 100% |
| Total Exp - Including Special Categories | - | - | - | - | 394,502 | 394,502 | 100% |
| General Fund Support (if applicable) | 0 | 0 | 0 | 0 | -258,465 | (258,465) | 100% |
| Full Time Equiv Pos (FTE) Budgeted | - | - | - | - | 4.00 | 4.00 | 100% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | - | - | - | - | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | |

Significant Issues and Changes

* This is a new program from our new strategic plan. Existing and current employees and costs.



Accounting Services

Accounts Receivable


Purpose Statement

The purpose of the Accounts Receivable Program is to provide billing and collection support services to County Departments so they can collect and accurately report revenue earned from the services they provide.

Performance Narrative Statement

The Accounts Receivable Program adopts a \$601,262 budget, a continuation of our current funding level. These resources will allow us to continue to provide county leaders and employees with accounting, audit, consultation and review services so they can manage public funds effectively, tie resources to expected performance and achieve results that matter to taxpayers. This furthers the countywide strategic objective of building public trust through good government.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
|  Result | Interfund settlements are completed within 10 days following the end of the month | NEW | NEW | NEW | NEW | 100% |

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation This program includes revenue functions such as collection and administration of the following: transient lodging taxes as defined by County Code, vehicle registration fees, and marijuana taxes.



Accounting Services

Accounts Receivable

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Charges for Service | 1,204,482 | 1,117,158 | 1,305,934 | 1,275,934 | 652,967 | (652,967) | -50.0% |
| Other Revenues | 165 | - | - | - | - | - | 0% |
| Operating Revenue | 1,204,647 | 1,117,158 | 1,305,934 | 1,275,934 | 652,967 | (652,967) | -50.0% |
| Total Rev - Including Beginning Bal | 1,204,647 | 1,117,158 | 1,305,934 | 1,275,934 | 652,967 | (652,967) | -50.0% |
| Personnel Services | 989,670 | 869,947 | 1,004,771 | 995,421 | 505,830 | (498,941) | -49.7% |
| Materials & Services | 237,023 | 220,290 | 269,169 | 251,329 | 41,744 | (227,425) | -84.5% |
| Cost Allocation Charges | 103,855 | 104,612 | 116,135 | 116,135 | 53,688 | (62,447) | -53.8% |
| Operating Expenditure | 1,330,548 | 1,194,849 | 1,390,075 | 1,362,885 | 601,262 | (788,813) | -56.7% |
| Total Exp - Including Special Categories | 1,330,548 | 1,194,849 | 1,390,075 | 1,362,885 | 601,262 | (788,813) | -56.7% |
| General Fund Support (if applicable) | 125,901 | 77,691 | 84,141 | 86,951 | (51,705) | (135,846) | -161.5% |
| Full Time Equiv Pos (FTE) Budgeted | 11.00 | 11.30 | 11.30 | 4.00 | 5.30 | (6.00) | -53.1% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 10.00 | 10.30 | | 1.00 | | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | 1.00 | | 3.00 | | - | |

Significant Issues and Changes

* This is a new program from our new strategic plan. In FY19/20, it was Accounting and had AP & AR staff, as well as General Ledger/Audit Support.

* Reductions in Expenditures are due to the transfer of 2 FTE to the new Financial Accounting & Reporting program and 4 FTE to the Accounts Payable program.



Courier and Mail Operations

Courier and Mail Operations


Purpose Statement

The purpose of the Courier and Mail Operations Program is to provide coordinated mail processing services, US Mail, and small parcel distributions services to County employees so they can convey mail, small parcels, and other materials in the most cost effective manner.

Performance Narrative Statement

The Courier and Mail Program proposes a \$784,926 budget. The adopted budget reflects a realignment of resources realized through the Performance Clackamas process and is intended to reflect the resources required to maintain the current high level of support to all County departments, agencies and districts. These resources will provide County departments, agencies and districts timely and coordinated mail processing, US mail and small parcel distribution services so they can successfully fulfill their strategic goals.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
|  Result | Surveyed respondents who "agree" or "strongly agree" that Courier and Mail Operations provides services | NEW | NEW | NEW | NEW | 100% |
| Efficiency | Cost per courier stop | \$95/Month | \$116/Month | \$95/Month | \$116/Month | N/A |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Courier and Mail Operations

Courier and Mail Operations

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Charges for Service | 815,562 | 694,422 | 815,416 | 735,686 | 737,586 | (77,830) | -9.5% |
| Other Revenues | 4,347 | - | - | - | - | - | 0% |
| Operating Revenue | 819,909 | 694,422 | 815,416 | 735,686 | 737,586 | (77,830) | -9.5% |
| Total Rev - Including Beginning Bal | 819,909 | 694,422 | 815,416 | 735,686 | 737,586 | (77,830) | -9.5% |
| Personnel Services | 294,973 | 306,240 | 343,492 | 351,545 | 347,967 | 4,475 | 1.3% |
| Materials & Services | 391,903 | 364,184 | 455,081 | 370,081 | 381,293 | (73,788) | -16.2% |
| Cost Allocation Charges | 51,161 | 93,721 | 57,073 | 57,073 | 55,666 | (1,407) | -2.5% |
| Operating Expenditure | 738,037 | 764,145 | 855,646 | 778,699 | 784,926 | (70,720) | -8.3% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 738,037 | 764,145 | 855,646 | 778,699 | 784,926 | (70,720) | -8.3% |
| General Fund Support (if applicable) | (81,872) | 69,723 | 40,230 | 43,013 | 47,340 | 7,110 | 17.7% |
| Full Time Equiv Pos (FTE) Budgeted | 3.53 | 3.83 | 3.83 | 3.83 | 3.93 | 0.10 | 2.6% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 3.53 | 3.83 | | 3.83 | | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | - | |

Significant Issues and Changes

*Reduced reliance on the general fund support and reduced materials and supplies budget.



Facilities Management

Facilities Operations

Purpose Statement

The purpose of the Facilities Operations program is to provide preventive and corrective asset maintenance services to County Departments and Agencies so they can provide services to their customers in a safe, secure and well-maintained environment.

Performance Narrative Statement

The Facilities Operations Program adopts a \$4,777,973 budget, an increase of our current funding level due to increased cost for materials and contracted services. These resources will allow us to respond and complete work request from tenants and planned maintenance so that the facility can be in the best possible condition. Having buildings in good to excellent condition helps the tenants better serve their clients and the County.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|------------|---|--------------------|--------------------|--------------------------|---------------------------------------|--------------------|
| Result | % County facilities that are completely inventoried in an asset management program | 75% | 60% | Discontinued in FY 19-20 | N/A | N/A |
| Result | % Facilities maintained in good to excellent condition | 75% | 75% | 75% | 75% | 100% |
| Efficiency | # Square feet maintained per maintenance technician (National recommended average of 42,500 sq. ft.) | 73,293 sq. ft. | 62,681 sq. ft. | 62,681 sq. ft. | 62,650 sq. ft. | 62,650 sq. ft. |

Program includes:

- Mandated Services Y
- Shared Services N
- Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements for the buildings.

Managing for Results Goals are being revised for FY 2020-21.



Facilities Management

Facilities Operations

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|----------------------------|----------------------------|--|--|--|---|---|
| Beginning Balance | 5,000 | 10,000 | - | - | - | - | 0% |
| Charges for Service | 4,278,635 | 4,573,786 | 4,648,516 | 4,648,516 | 4,777,973 | 129,457 | 2.8% |
| Other Revenues | 9,711 | 331 | - | - | - | - | 0% |
| Operating Revenue | 4,288,346 | 4,574,117 | 4,648,516 | 4,648,516 | 4,777,973 | 129,457 | 2.8% |
| Total Rev - Including Beginning Bal | 4,293,346 | 4,584,117 | 4,648,516 | 4,648,516 | 4,777,973 | 129,457 | 2.8% |
| Personnel Services | 2,072,972 | 2,569,410 | 3,011,689 | 2,630,067 | 3,036,567 | 24,878 | 0.8% |
| Materials & Services | 1,371,114 | 1,384,091 | 1,636,827 | 1,403,820 | 1,741,406 | 104,579 | 6.4% |
| Cost Allocation Charges | 118,109 | - | - | - | - | - | 0% |
| Capital Outlay | - | 38,054 | - | - | - | - | 0% |
| Operating Expenditure | 3,562,195 | 3,991,555 | 4,648,516 | 4,033,887 | 4,777,973 | 129,457 | 2.8% |
| Total Exp - Including Special Categories | 3,562,195 | 3,991,555 | 4,648,516 | 4,033,887 | 4,777,973 | 129,457 | 2.8% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 26.00 | 29.00 | 29.00 | 29.00 | 29.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 21.00 | 25.00 | | 25.00 | | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 5.00 | 4.00 | | 4.00 | | - | |

Significant Issues and Changes

* This program is a combination of program 7531 and program 7535 which accounts for the perceived increase in FTE.



Facilities Management

Facilities Construction and Projects

Purpose Statement

The purpose of the Facilities Construction and Projects program is to provide consultation, design, estimation, and project management services to County Departments and Agencies so they can serve their customers in well-planned facilities.

Performance Narrative Statement

The Facilities Construction and Projects Program adopts a \$1,480,677 budget, a continuation of our current funding level. These resources will provide project estimation, design, construction and project management services for tenants and the County. These funds will allow us to make changes and improvements to County facilities that will better serve the department and citizens of Clackamas County.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|-----------------------------|-----------------------------|--------------------------|---------------------------------|-----------------|
| Result | % Construction projects completed within budget | 95% | 90% | Discontinued in FY 19-20 | N/A | N/A |
| Result | % Construction projects completed on-time | 75% | 75% | Discontinued in FY 19-21 | N/A | N/A |
| Result | % of customers rate communication as good or very good. | * New Measure for 2019-2020 | * New Measure for 2019-2020 | 75% | 100% | 75% |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements for the buildings.

Managing for Results Goals are being revised for FY 2020-21.



Facilities Management

Facilities Construction and Projects

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 150,000 | 50,000 | - | - | - | - | 0% |
| Charges for Service | 1,196,376 | 1,622,212 | 1,412,095 | 1,412,095 | 1,480,677 | 68,582 | 4.9% |
| Other Revenues | 2,160 | - | - | - | - | - | 0% |
| Operating Revenue | 1,198,536 | 1,622,212 | 1,412,095 | 1,412,095 | 1,480,677 | 68,582 | 4.9% |
| Total Rev - Including Beginning Bal | 1,348,536 | 1,672,212 | 1,412,095 | 1,412,095 | 1,480,677 | 68,582 | 4.9% |
| Personnel Services | 940,005 | 1,060,328 | 1,355,555 | 582,230 | 1,402,673 | 47,118 | 3.5% |
| Materials & Services | 57,202 | 410,910 | 56,540 | 124,560 | 78,004 | 21,464 | 38.0% |
| Cost Allocation Charges | 46,284 | - | - | - | - | - | 100.0% |
| Operating Expenditure | 1,043,491 | 1,471,238 | 1,412,095 | 706,790 | 1,480,677 | 68,582 | 4.9% |
| Total Exp - Including Special Categories | 1,043,491 | 1,471,238 | 1,412,095 | 706,790 | 1,480,677 | 68,582 | 4.9% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 11.00 | 11.00 | 12.00 | 12.00 | 12.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 11.00 | 11.00 | | 10.00 | | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | 2.00 | | - | |

Significant Issues and Changes



Facilities Management

Utilities

Purpose Statement

The purpose of the Utilities program is to monitor, analyze, and help improve the energy usage and operation of buildings to meet County sustainability goals.

Performance Narrative Statement

The Utilities Program adopts a \$2,418,741 budget. The resources for this program are used to pay all utility bills for the buildings Facilities Management oversee along with other locations such as Jail, street lights, signal lights, etc.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | Reduce overall energy intensity (per sq. ft.) | 64.99% | 68.28% | 61.96% | 71.30% | 64.30% |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Facilities Management

Utilities

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 100.0% |
| Charges for Service | 97,954 | 85,730 | - | - | - | - | 0% |
| Other Revenues | 2,077,595 | 2,276,675 | 2,381,858 | 2,381,858 | 2,418,741 | 36,883 | 1.5% |
| Operating Revenue | 2,175,549 | 2,362,405 | 2,381,858 | 2,381,858 | 2,418,741 | 36,883 | 100.0% |
| Total Rev - Including Beginning Bal | 2,175,549 | 2,362,405 | 2,381,858 | 2,381,858 | 2,418,741 | 36,883 | 100.0% |
| Personnel Services | 41,344 | 38,798 | - | 241,959 | - | - | 0% |
| Materials & Services | 2,410,572 | 2,420,158 | 2,381,858 | 2,552,933 | 2,418,741 | 36,883 | 1.5% |
| Operating Expenditure | 2,451,916 | 2,458,956 | 2,381,858 | 2,794,892 | 2,418,741 | 36,883 | 100.0% |
| Total Exp - Including Special Categories | 2,451,916 | 2,458,956 | 2,381,858 | 2,794,892 | 2,418,741 | 36,883 | 100.0% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 1.00 | 1.00 | - | - | - | - | 100.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 1.00 | 1.00 | - | - | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

Significant Issues and Changes



Facilities Management Facilities Administration




Purpose Statement

The purpose of the Facilities Administrative Services program is to provide information, coordination, support, financial and asset tracking and analysis services to the Facilities Staff and Occupants of County Facilities so they can provide and receive timely resolution of service requests.

Performance Narrative Statement

The Facilities Administration Program adopts a \$7,140,496 budget, an increase of our current funding level due to the request to convert a part-time position to full-time. These resources allow this group provide processing and dispatch of work requests, submittal of payments, financial account for the division, creation of security identification/access badges, and overall customer service. These funds will allow us to support the division and provide customer service to building occupants.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|--|--------------------|---------------------------|--------------------------|---------------------------------------|--------------------|
| Result | Ratio of preventive maintenance to unplanned work orders | 50:50 | 56:44 | Discontinued in FY 19-20 | N/A | N/A |
|  Result | % of Facilities that meet or exceed health, safety, and comfort standards | 75.00% | NA - Survey being created | Discontinued in FY 19-20 | N/A | N/A |
| Result | % of work orders completed to customer satisfaction | NA | 90.00% | Discontinued in FY 19-20 | N/A | N/A |
|  Result | % of facilities and properties listed in the County Asset Management Program | 100% | 100% | 100% | N/A* | 100% |
|  Result | # of County facilities listed in an asset management program | NEW | NEW | 165 | N/A* | 165 |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

Explanation Managing for Results Goals are being revised for FY 2020-2021.
* An asset management program is still being developed.



Facilities Management

Facilities Administration

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 1,418,716 | 2,206,901 | 597,860 | 1,534,367 | 2,873,857 | 2,275,997 | 380.7% |
| Charges for Service | 2,956,147 | 2,551,266 | 4,417,988 | 4,376,238 | 4,262,097 | (155,891) | -3.5% |
| Other Revenues | 18,385 | 10,093 | - | - | 4,542 | 4,542 | 0% |
| Operating Revenue | 2,974,532 | 2,561,359 | 4,417,988 | 4,376,238 | 4,266,639 | (151,349) | -3.4% |
| Total Rev - Including Beginning Bal | 4,393,248 | 4,768,260 | 5,015,848 | 5,910,605 | 7,140,496 | 2,124,648 | 42.4% |
| Personnel Services | 1,165,009 | 1,239,801 | 1,773,054 | 1,412,494 | 1,755,725 | (17,329) | -1.0% |
| Materials & Services | 1,515,424 | 1,766,900 | 2,004,118 | 1,995,764 | 2,015,984 | 11,866 | 0.6% |
| Interfund Transfer | - | - | - | - | 1,000,000 | 1,000,000 | 0% |
| Cost Allocation Charges | 192,343 | 372,776 | 236,360 | 428,937 | 467,345 | 230,985 | 97.7% |
| Capital Outlay | 13,400 | 551,403 | 21,522 | 147,187 | 1,901,442 | 1,879,920 | 8734.9% |
| Operating Expenditure | 2,886,176 | 3,930,880 | 4,035,054 | 3,984,382 | 7,140,496 | 3,105,442 | 77.0% |
| Contingency | - | - | 180,000 | - | - | (180,000) | -100.0% |
| Total Exp - Including Special Categories | 2,886,176 | 3,930,880 | 4,215,054 | 3,984,382 | 7,140,496 | 2,925,442 | 69.4% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 13.00 | 13.00 | 10.00 | 10.00 | 10.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 13.00 | 13.00 | - | 8.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | 2.00 | - | - | - |

Significant Issues and Changes

- * Interfund transfer of \$1 million to the General Fund as part of the reduction packages.
- ** This program is a combination of program 7533 and program 7536.



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CLACKAMAS
C O U N T Y



Transportation & Development

Dan Johnson, Director






**150 Beaver Creek Road
Oregon City, Oregon 97045
503-742-4400**

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



Department Mission

The mission of the Department of Transportation and Development is to provide transportation maintenance and construction, neighborhood enhancement, land use, planning, permitting and dog services to residents, property owners, businesses and the traveling public so they and future generations can experience and invest in a healthy, safe and livable community.

| <p align="center">Transportation & Development</p> <p align="center">Dan Johnson - Director FTE 304.54 (297.54 DTD + 4 Urban Renewal + 2.0 PGA Embedded + 1.0 TS Embedded) Total Adopted \$ 167,421,486 General Fund Support \$ 4,828,557</p> | | | | |
|--|--|--|---|---|
| <p align="center">DTD Administration</p>  <p align="center">Dan Johnson - Dir. Total Adopted \$1,796,466</p> <p align="center">Gen Fund \$ -</p> | <p align="center">Livable Communities</p>  <p align="center">Cheryl Bell - Asst. Dir. Mike Bezner - Asst. Dir. Total Adopted \$8,886,285</p> <p align="center">Gen Fund \$ 1,815,361</p> | <p align="center">Transportation</p>  <p align="center">Mike Bezner - Asst. Dir. Total Adopted \$120,276,050</p> <p align="center">Gen Fund \$ 249,235</p> | <p align="center">Fleet Services</p>  <p align="center">Mike Bezner - Asst. Dir. Total Adopted \$5,975,614</p> <p align="center">Gen Fund \$ -</p> | <p align="center">Land Use & Development</p>  <p align="center">Cheryl Bell - Asst. Dir. Total Adopted \$30,487,071</p> <p align="center">Gen Fund \$ 2,763,961</p> |
| <p align="center">Office of the Director</p> <p align="center">Dan Johnson - Dir. FTE 8.5 + 2.0 PGA + 1.0 TS Total Adopted \$1,796,466</p> <p align="center">Gen Fund \$ -</p> | <p align="center">Sustainability & Solid Waste</p> <p align="center">Eben Polk - Mgr. FTE 10.89 Total Adopted \$4,042,947</p> <p align="center">Gen Fund \$ -</p> | <p align="center">Transportation Engineering & Construction</p> <p align="center">Joel Howie - Mgr. FTE 21.2 Total Adopted \$13,915,591</p> <p align="center">Gen Fund \$ -</p> | <p align="center">Vehicle & Equipment Maintenance & Repair</p> <p align="center">Warren Gadberry - Mgr. FTE 17.9 Total Adopted \$3,381,421</p> <p align="center">Gen Fund \$ -</p> | <p align="center">Land Use, Development Review & Permitting</p> <p align="center">Chery Bell - Asst. Dir. FTE 75.15 Total Adopted \$23,731,520</p> <p align="center">Gen Fund \$ 1,519,736</p> |
| | <p align="center">Code Enforcement</p> <p align="center">Matt Rozzell - Mgr. FTE 7.05 Total Adopted \$1,528,640</p> <p align="center">Gen Fund \$ 279,844</p> | <p align="center">Transportation Maintenance</p> <p align="center">Shane Abbott - Mgr. FTE 103 Total Adopted \$64,562,112</p> <p align="center">Gen Fund \$ -</p> | <p align="center">Fleet Management</p> <p align="center">Warren Gadberry - Mgr. FTE 4.1 Total Adopted \$2,594,193</p> <p align="center">Gen Fund \$ -</p> | <p align="center">Long-Range Planning</p> <p align="center">Jennifer Hughes - Mgr. FTE 8.65 Total Adopted \$3,907,664</p> <p align="center">Gen Fund \$ 657,196</p> |
| | <p align="center">Dog Services</p> <p align="center">Kristine Wallace - Mgr. FTE 18 Total Adopted \$3,314,698</p> <p align="center">Gen Fund \$ 1,535,517</p> | <p align="center">Traffic Safety</p> <p align="center">Joe Marek - Mgr. FTE 11.1 Total Adopted \$5,304,851</p> <p align="center">Gen Fund \$ 249,235</p> | | <p align="center">Public Land Corner</p> <p align="center">Ray Griffin - Mgr. FTE 4 Total Adopted \$1,618,855</p> <p align="center">Gen Fund \$ -</p> |
| | | <p align="center">Community Road Fund</p> <p align="center">Mike Bezner - Asst. Dir. FTE 0 Total Adopted \$13,240,265</p> <p align="center">Gen Fund \$ -</p> | | <p align="center">County Surveyor</p> <p align="center">Ray Griffin - Mgr. FTE 8 Total Adopted \$1,229,032</p> <p align="center">Gen Fund \$ 587,029</p> |
| | | <p align="center">Damascus Roads</p> <p align="center">Total Adopted \$4,502,053</p> | | |
| | | <p align="center">Countywide TSDCs</p> <p align="center">Total Adopted \$16,815,372</p> | | |
| | | <p align="center">HV Joint Subarea TSDCs</p> <p align="center">Total Adopted \$1,935,806</p> | | |



Department Budget Summary by Fund

| Line of Business | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 |
|---|---------------|------------------|-------------------|------------------|--------------------|-------------------------|-------------------|--------------------|------------------|------------------|----------------------|---|
| Program | FTE | General Fund | Building Codes | Planning | Road | Code Enf / RC&SW / SOWP | County TSDC Fund | Public Land Corner | Dog Services | Fleet Services | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| DTD Administration | | | | | | | | | | | | |
| Office of the Director | 8.50 | | | | 1,796,466 | | | | | | 1,796,466 | - |
| Livable Communities | | | | | | | | | | | | |
| Sustainability & Solid Waste | 10.89 | | | | | 4,042,947 | | | | | 4,042,947 | - |
| Code Enforcement | 7.05 | | | | | 1,528,640 | | | | | 1,528,640 | 279,844 |
| Dog Services | 18.00 | | | | | | | | 3,314,698 | | 3,314,698 | 1,535,517 |
| Transportation | | | | | | | | | | | | |
| Transportation Engineering & Construction | 21.20 | | | | 13,915,591 | | | | | | 13,915,591 | - |
| Transportation Maintenance | 103.00 | | | | 64,562,112 | | | | | | 64,562,112 | - |
| Traffic Safety | 11.10 | | | | 5,304,851 | | | | | | 5,304,851 | 249,235 |
| Damascus Roads | 0.00 | | | | 4,502,053 | | | | | | 4,502,053 | - |
| Community Road Fund | 0.00 | | | | 13,240,265 | | | | | | 13,240,265 | - |
| Countywide TSDCs | 0.00 | | | | | | 16,815,372 | | | | 16,815,372 | - |
| HV Joint Subarea TSDCs | 0.00 | | | | | | 1,935,806 | | | | 1,935,806 | - |
| Fleet Services | | | | | | | | | | | | |
| Vehicle & Equipment Maintenance & Repair | 17.90 | | | | | | | | | 3,381,421 | 3,381,421 | - |
| Fleet Management | 4.10 | | | | | | | | | 2,594,193 | 2,594,193 | - |
| Land Use, Development & Permitting | | | | | | | | | | | | |
| Land Use, Development Review & Permitting | 75.15 | | 16,198,768 | 3,372,401 | 2,506,416 | 1,653,935 | | | | | 23,731,520 | 1,519,736 |
| Long-Range Planning | 8.65 | | | 2,043,622 | 1,864,042 | | | | | | 3,907,664 | 657,196 |
| Public Land Corner | 4.00 | | | | | | | 1,618,855 | | | 1,618,855 | - |
| County Surveyor | 8.00 | 1,229,032 | | | | | | | | | 1,229,032 | 587,029 |
| TOTAL | 297.54 | 1,229,032 | 16,198,768 | 5,416,023 | 107,691,796 | 7,225,522 | 18,751,178 | 1,618,855 | 3,314,698 | 5,975,614 | 167,421,486 | 4,828,557 |
| FY 19/20 Budget | 301.59 | 1,217,263 | 16,147,026 | 5,758,029 | 80,416,365 | 7,330,337 | 14,423,550 | 1,559,364 | 3,725,733 | 6,803,082 | 137,380,749 | 5,653,758 |
| \$ Increase (Decrease) | (4.05) | 11,769 | 51,742 | (342,006) | 27,275,431 | (104,815) | 4,327,628 | 59,491 | (411,035) | (827,468) | 30,040,737 | (825,201) |
| % Increase (Decrease) | -1.34% | 0.97% | 0.32% | -5.94% | 33.92% | -1.43% | 30.00% | 3.82% | -11.03% | -12.16% | 21.87% | -14.60% |

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



DTD Administration Line of Business

Office of the Director

Purpose Statement

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

Performance Narrative Statement

DTD Administration adopts an operating budget of \$1,796,466, which is a reduction of previous funding levels. This workgroup coordinates the budget process for each of the 19 Performance Clackamas programs within the department; this includes each of the programs within this budget, plus our Urban Renewal and Street Lighting programs. Staff in this work group provide financial monitoring and support services, coordinate the annual review of our strategic plan update, and offer policy coordination and development services at a local and regional level in support of local goals.

- Over the last six months, DTD Administration staff led staff from our Transportation line of business through developing a five year coordinated work program to outline anticipated projects to be funded by the Community Road Fund and other local sources.
- Much of our safety training has targeted Mental Health First Aid for managers and staff. We are working to build their confidence level to engage in these difficult conversations, as there has been an increased demand for this type of response in the Development Services Building.
- Ensuring timely and consistent employee reviews for staff throughout the department remains a focus for our management team. We are still targeting a minimum 90% compliance from department supervisors and managers and discuss this regularly at senior staff meetings.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|------------|--|------------------------------------|--------------------------|-------------------------|---------------------------------------|-------------------------|
| Result | % of employees participating in safety training sessions each year ¹ | 54% | 27% | 25% | Annual Measure | 25% |
| Result | % performance evaluations completed within the last 12 months (using Clarify, Converse, Capture (C3)) ² | 52% | 55% | 90% | Annual Measure | 90% |
| Result | % DTD MFR programs with a 2-5 year work plan in place ³ | New measure -- added FY 2020/2021. | | | | 90% |
| Efficiency | DTD Administration FTE : Department FTE ⁵ | 5.7 FTE : 268.44 FTE | 7.35 FTE : 297.84 FTE | 5.5 FTE : 301.39 FTE | Annual Measure | 4.5 FTE : 300.34 FTE |
| Efficiency | DTD Administration Budget : Department Budget ⁶ | \$1.75 M : \$163.7 M | \$1.85 M : \$187.4 M | \$2.0 M : \$126.2 M | \$2.0 M : \$210.5 M | \$1.79 M : \$213.9 M |
| Output | # DTD website inquiry responses coordinated ⁴ | 403 | 355 | 300 | 297 | Discontinue |

¹ Modified the language beginning FY 2020 to encompass all safety training, versus focusing solely on "Violence in the Workplace" training.

² Modified the language to incorporate the Clarify, Converse & Capture (C3) initiative beginning FY 2020.

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

⁵ Count of budgeted positions. Does not include the Customer Information Specialists in DTD Admin for the purpose of the FTE count, as these staff are charged directly to the Development Services line of business. Includes CCDAG and embedded employees for the overall employee count.

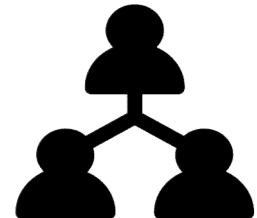
⁶ Total DTD budget is a combination of DTD and special districts for Urban Renewal and Street Lighting (CCDAG and CCSD5).

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| State Revenues * | 16,484 | 260,376 | 378,288 | 87,108 | (43,751) | (422,039) | -111.57% |
| Charges for Services | 1,628,914 | 1,597,103 | 1,644,558 | 1,619,558 | 1,840,217 | 195,659 | 11.90% |
| Interfund Transfers | 100,000 | - | - | - | - | - | 0% |
| Operating Revenue | 1,745,398 | 1,857,479 | 2,022,846 | 1,706,666 | 1,796,466 | (226,380) | -11.19% |
| Total Rev - Including Beginning Bal | 1,745,398 | 1,857,479 | 2,022,846 | 1,706,666 | 1,796,466 | (226,380) | -11.19% |
| <i>* DTD Administration, which is housed in Fund 215, allocates actual costs the following year.</i> | | | | | | | |
| Personnel Services | 1,151,849 | 1,274,899 | 1,368,413 | 1,108,808 | 1,189,137 | (179,276) | -13.10% |
| Materials & Services | 501,534 | 478,971 | 514,365 | 457,790 | 464,677 | (49,688) | -9.66% |
| Cost Allocation Charges | 92,014 | 103,609 | 140,068 | 140,068 | 142,652 | 2,584 | 1.84% |
| Operating Expenditure | 1,745,397 | 1,857,479 | 2,022,846 | 1,706,666 | 1,796,466 | (226,380) | -11.19% |
| Total Exp - Including Special Categories | 1,745,397 | 1,857,479 | 2,022,846 | 1,706,666 | 1,796,466 | (226,380) | -11.19% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Road Fund Support - Fund 215 * | 16,484 | 260,376 | 378,288 | 87,108 | (43,751) | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 11.45 | 12.10 | 10.25 | 10.25 | 8.50 | (1.75) | -17% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 9.45 | 8.35 | | 8.50 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 2.00 | 3.75 | | 1.75 | | | |

Significant Issues and Changes

DTD Administration supports more than 300 FTE in five unique lines of business: Livable Communities, Fleet Services, Land Use & Permitting, Transportation and Targeted Improvement Areas. (The Targeted Improvement Areas line of business is comprised of two special districts who adopt separate operating budgets: Urban Renewal and Street Lighting. The Urban Renewal employees are not included in the DTD budget.) This year, we eliminated two positions from the DTD Administration budget. A 0.75 Customer Information Specialist and a 1.0 Office Manager. Since the Office Manager retired in FY 2018-2019; we have reorganized and no longer have a need to fill these two positions.

Staff within DTD Administration provide a variety of support services to the Board of County Commissioners, County Administration, our staff and other agencies. This group coordinates the release of new policy initiatives from County Administration, from budget process changes to new policy directives. We monitor and assist Public and Government Affairs through the legislative process.

Staff in our workgroup took the lead on coordinating the receipts and distribution of funds for the new Community Road Fund. We also coordinated the development of a 5-year work plan to demonstrate how these new funds would be spent in accordance with the promises made to the public.



Livable Communities Line of Business

Sustainability & Solid Waste Program

Purpose Statement

The purpose of the Sustainability & Solid Waste program is to provide education, technical assistance, program management, planning, and franchise oversight services to residents, businesses, schools and public agencies so they can reduce waste, recover resources, adopt sustainable practices, and receive timely garbage and recycling collection at a reasonable cost.

Performance Narrative Statement

The Sustainability & Solid Waste Program adopts an operating budget of \$2,856,569, a minor increase of current resources. This includes \$45,000 support for the Dump Stoppers program. As a result of these resources:

- More than 59,000 residential and business customers will receive an estimated 8.2 million pickups of garbage, recycling, and yard debris in unincorporated County.
- An estimated 500 businesses, 100 schools, 120 multifamily communities and 75 events will receive technical assistance and support.
- Approximately 150,000 households and 11,000 businesses will receive information and education on garbage, recycling and waste reduction topics.
- Sustainability and Solid Waste will continue leading the effort to update the County's Climate Action Plan by 2022, and to support projects that reduce our operations carbon footprint, in support of the Board's goal of carbon neutrality by 2050.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|---------|--|------------------------------------|--------------------|---------------------|---------------------------------------|--------------------|
| Results | % curbside collection recovery rate (# tons recycled / # tons disposed) | 32% | 31% | Not in budget. | 30% | 35% |
| Results | % schools certified as Oregon Green Schools | 23% | 29% | Not in budget. | 30% | 25% |
| Results | % county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO) ¹ | New measure -- added FY 2020/2021. | | | 5% | 7% |
| Output | # customer consultations provided ² | 2,631 | 1,655 | 1,500 | 1,357 | 1,750 |
| Output | # hours of community education provided by # volunteer Master Recyclers ¹ | New Measure | 1,296 : 60 | Not in budget. | Annual Measure | 1,300 : 60 |
| Output | # tons of disposal from # customers at Sandy Transfer Station | 6,283 : 31,205 | 6,154 : 29,592 | Not in budget. | 3,289 : 15,872 | 6,400 : 30,000 |
| Output | # garbage and recycling pick-ups provided. | 7,181,850 | 7,848,868 | 7,100,000 | Annual Measure | 8,200,000 |
| Results | # businesses initiating food scraps collection, donation or waste prevention ³ | 36 | 48 | 40 | 9 | Discontinue |
| Output | # interactions at # activities ³ | New Measure | 7,411 at 96 events | 7,500 at 100 events | 5,679 at 61 events | Discontinue |

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² Consultations differ from interactions, as they are scheduled on-site consultations with customers. Business consultations are now being counted more comprehensively and can take place in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family, schools, etc.).

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation Mandated Services:

In addition to administering a solid waste and recycling franchise system for unincorporated County residential and commercial customers, our services allow the County and its cities to meet state and local requirements for recycling and waste reduction programs and education embodied in Oregon's Opportunity to Recycle Act and the Regional Solid Waste Management Plan.

Shared Services:

By letter of agreement with cities in Clackamas County, the County meets the state and local obligations for recycling and waste reduction programs and education that apply to our cities. In addition, these responsibilities are shared through Metro, which provides funding support for these activities. The SSW program also administers the garbage and recycling franchises on behalf of Happy Valley and Barlow, and consults to the City of Milwaukie.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 1,455,492 | 1,426,853 | 1,741,888 | 1,741,888 | 1,622,230 | (119,658) | -6.87% |
| Licenses & Permits | 1,586,350 | 1,745,882 | 1,687,000 | 1,744,450 | 1,608,000 | (79,000) | -4.68% |
| State Revenues | 16,233 | - | - | - | 45,000 | 45,000 | #DIV/0! |
| Local Government & Other Agencies | 424,481 | 443,613 | 585,000 | 597,151 | 633,717 | 48,717 | 8.33% |
| Charges for Services | (5,745) | - | - | 26 | - | - | 0% |
| Fines & Penalties | 13,455 | 1,873 | 5,000 | 9,500 | 5,000 | - | 0% |
| Miscellaneous Revenue | 68,325 | 134,014 | 52,000 | 144,466 | 129,000 | 77,000 | 148.08% |
| Other Financing Sources | - | - | - | 3,623 | - | - | 0% |
| Operating Revenue | 2,103,099 | 2,325,382 | 2,329,000 | 2,499,216 | 2,420,717 | 91,717 | 3.94% |
| Total Rev - Including Beginning Bal | 3,558,591 | 3,752,235 | 4,070,888 | 4,241,104 | 4,042,947 | (27,941) | -0.69% |
| Personnel Services | 970,227 | 1,030,689 | 1,524,142 | 1,489,589 | 1,471,328 | (52,814) | -3.47% |
| Materials & Services | 660,884 | 681,756 | 1,038,860 | 762,444 | 956,229 | (82,631) | -7.95% |
| Indirect Costs | 44,519 | 41,309 | 44,323 | 44,323 | 99,715 | 55,392 | 124.97% |
| Cost Allocation Charges | 125,765 | 132,395 | 147,518 | 147,518 | 154,297 | 6,779 | 4.60% |
| Capital Outlay | 239,110 | 49,198 | 75,000 | 130,000 | 175,000 | 100,000 | 133.33% |
| Operating Expenditure | 2,040,505 | 1,935,347 | 2,829,843 | 2,573,874 | 2,856,569 | 26,726 | 0.94% |
| Special Payments | 16,233 | - | - | - | - | - | 0% |
| Interfund Transfers * | 75,000 | 75,000 | 75,000 | 45,000 | 345,000 | 270,000 | 360% |
| Reserve for Future Expenditures | - | - | 884,045 | - | 541,378 | (342,667) | -38.76% |
| Contingency | - | - | 282,000 | - | 300,000 | 18,000 | 6.38% |
| Total Exp - Including Special Categories | 2,131,738 | 2,010,347 | 4,070,888 | 2,618,874 | 4,042,947 | (27,941) | -0.69% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 8.75 | 9.74 | 10.89 | 10.89 | 10.89 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 7.00 | 9.74 | | 10.89 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.75 | - | | - | | | |

Significant Issues and Changes

Priorities in FY 20-21 include:

- Recycling costs have held steady since their increase in FY 2017-2018.
- Implementing new feedback tools for garbage customers such as the ReCollect app, and planning around the County's role in the new 2030 Regional Waste Plan.
- Following adoption of the latest version of our Disaster Debris plan, and associated debris removal and monitoring contract, we will begin a third phase of disaster debris planning.
- The County and 7 cities successful adopted local ordinances requiring food-related businesses to separate food scraps for collection. Staff will implement the Phase 1 food scrap requirements during 3/2020 - 3/2021. This work has identified new options to support and strengthen food donation.
- Development of a low-carbon fleet analysis plan, facilitation of renewable energy purchases for County operations, updates to the high performance building policy, and conducting a study for installation of electric vehicle charging stations.

* Dump Stoppers program support is reflected in the Interfund Transfers category."



Livable Communities Line of Business

Code Enforcement Program

Purpose Statement

The purpose of the Code Enforcement program is to provide code education, resolution and enforcement services to those who live in, work in and visit Clackamas County so they can experience a healthy, safe and livable community.

Performance Narrative Statement

The Code Enforcement Program adopts an operating budget of \$1,288,693, and is estimated to process more than 1,250 enforcement cases in FY 2020/2021, which is a continuation of service levels. With these resources, Code Enforcement provides enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state laws regarding use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment.

- Code Enforcement continues to be an active partner in the Neighborhood Livability Project (NLP) task force where representatives from Code Enforcement, the Sheriff's Office, County Counsel and the District Attorney work collaboratively to solve complex problems related to nuisance properties. This work has resulted in 236 cases being abated in FY19/20, and this is expected to continue for FY20/21.
- A complete year at full staffing levels, and adoption of streamlined procedures, reduced staff caseloads for FY19/20 from an average of 300 cases per staff member, down to an average of 180-200 cases per staff member. Building on this success, for FY20/21 we have set a goal of 130 cases per staff member.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % code violations resolved within 150 days of initial complaint ¹ | 25.51% | 19.87% | 75% | Annual Measure | 75% |
| Result | % violations investigated within twenty (20) business days ² | New Measure | 4% | 85% | 4% | 85% |
| Output | # cases that go to hearing ³ | New measure -- added FY 2020/2021. | | | | 13 |
| Output | # closed Neighborhood Livability Project cases ³ | New measure -- added FY 2020/2021. | | | | 15 |
| Demand | # of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related) | 1,123 | 2,890 | 1,150 | 1,579 | 2,750 |
| Demand | # Neighborhood Livability Project cases ³ | New measure -- added FY 2020/2021. | | | | 22 |
| Output | # business days between initial complaint and confirmation of the violation ⁴ | New Measure | 21% | 17 | 23 | Discontinue |

¹ Modified this measure to reflect the % of violations resolved within 150 business days beginning FY 2020. Previously we were measuring 120-days.

² Beginning FY 2020/2021 we began measuring the % of violations investigated within 20-business days; previously we were measuring the % confirmed within 7-days.

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

- Mandated Services Yes
- Shared Services No
- Grant Funding No



Explanation Mandated Services:

This program has no direct state mandate; however, some of the codes enforced through this program (building, plumbing, electrical, mechanical and other specialty codes, zoning rules and laws, for example) are mandated by state law.

- The County has assumed statutory responsibility to administer building code and solid waste management programs at the local level and is therefore responsible for any enforcement action related to those codes and ordinances.
- Local regulation of land use is mandated by state law.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 169,474 | 108,190 | 225,618 | 225,618 | 285,666 | 60,048 | 26.61% |
| Local Government & Other Agencies | - | - | - | - | - | - | 0% |
| Charges for Services | 752,613 | 792,359 | 949,878 | 966,280 | 956,280 | 6,402 | 0.67% |
| Fines & Penalties | 13,250 | 6,251 | 5,000 | 6,530 | 6,530 | 1,530 | 30.60% |
| Miscellaneous Revenue | 231 | 73 | - | 320 | 320 | 320 | 0% |
| Other Financing Sources | - | - | - | 2,300 | - | - | 0% |
| Interfund Transfers | 134,534 | 322,970 | 271,136 | 271,136 | 279,844 | 8,708 | 3.2% |
| Operating Revenue | 900,628 | 1,121,653 | 1,226,014 | 1,246,566 | 1,242,974 | 16,960 | 1.4% |
| Total Rev - Including Beginning Bal | 1,070,102 | 1,229,843 | 1,451,632 | 1,472,184 | 1,528,640 | 77,008 | 5.3% |
| Personnel Services | 756,565 | 749,447 | 937,248 | 906,360 | 986,781 | 49,533 | 5.28% |
| Materials & Services | 95,360 | 157,062 | 191,759 | 147,083 | 124,305 | (67,454) | -35.18% |
| Indirect Costs | 26,125 | 28,833 | 34,489 | 34,489 | 45,565 | 11,076 | 32.11% |
| Cost Allocation Charges | 83,862 | 68,559 | 98,586 | 98,586 | 132,042 | 33,456 | 33.94% |
| Operating Expenditure | 961,912 | 1,003,901 | 1,262,082 | 1,186,518 | 1,288,693 | 26,611 | 2.11% |
| Reserve for Future Expenditures | - | - | 93,741 | - | 138,221 | 44,480 | 47.4% |
| Contingency | - | - | 95,808 | - | 101,726 | 5,918 | 6.2% |
| Total Exp - Including Special Categories | 961,912 | 1,003,901 | 1,451,631 | 1,186,518 | 1,528,640 | 77,009 | 5.3% |
| General Fund Support (if applicable) | 134,534 | 322,970 | 271,136 | 271,136 | 279,844 | 8,708 | 3% |
| Full Time Equiv Pos (FTE) Budgeted | 5.80 | 7.00 | 7.05 | 7.05 | 7.05 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 4.80 | 7.00 | - | 7.05 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | - | - | - | - | - | - |

Significant Issues and Changes

Since the Code Enforcement program began tracking Marijuana related violations in June 2016, they have initiated more than 119 files related to marijuana facilities. More than 58 of those files were opened after the Policy Level Proposal began in July 2018. Over the last year, we have added 29 new files. These files are generally combination files that span multiple disciplines – building codes, zoning and sustainability, making them more complex and staff intensive to resolve. It is not uncommon for our staff to engage the State of Oregon or local law enforcement during our investigations. Beginning in February 2020, CCSO has been coordinating with Code Enforcement regarding their pending marijuana cases and on pursuing our Code Enforcement cases. CCSO is working with multi-agency teams to execute warrants with federal charges pending. Staff will continue to coordinate with CCSO on additional cases.

Continued priorities for Code Enforcement include (a) a major initiative to streamline processes and procedures, which will result in moving cases to citation and hearing more efficiently, (b) revisions to the violation priority matrix to clearly communicate potential violations to customers and the public, and (c) advancement of proposed Code amendments to allow increased opportunity to use nuisance property rules to address problem properties.



Livable Communities Line of Business

Dog Services Program

Purpose Statement

The purpose of the Dog Services program is to provide dog sheltering, education, complaint resolution, licensing, protection and enforcement services to the public so they can reunite with lost dogs, benefit from the companionship of a well-matched adoption or placement and experience a healthy, safe and livable community.

Performance Narrative Statement

The Dog Services Program adopts an operating budget of \$2,821,792. These resources will support staff who will interact with customers more than 35,000 times during the year, resolve 2,500 cases investigated by dog services officers and will serve 700 dogs coming into the shelter for care, of which 85% will be saved including 500 dogs who will be returned to their owners.

Achieving these targets will reunite the public with lost dogs, provide people with the companionship of a well-matched adoption resulting in a 6% or less adoption return rate and protect the public from dogs running loose.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | By 2023, there will be 30,000 active dog licenses ¹ | 24,432 | 23,100 | 26,000 | 22,877 | 27,000 |
| Result | % dogs saved (return to owner, adopted or rescued) ² | 83% | 81% | 83% | 86% | 85% |
| Result | Fewer than 6% of adopted dogs returned to Dog Services within 90-days. | New Measure | 10% | 6% | 4% | 6% |
| Output | # adopted dogs ³ | 119 | 88 | Not in budget. | 31 | 80 |
| Output | # of dogs returned to owners | 589 | 481 | 500 | 230 | 500 |
| Demand | # dog complaint cases ³ | 1,722 | 1,551 | 5,000 | 757 | 2,500 |
| Demand | # citations issued ⁴ | New measure -- added FY 2020/2021. | | | | 1,000 |
| Demand | # dogs taken in to the shelter ⁴ | New measure -- added FY 2020/2021. | | | | 770 |
| Result | % of people surveyed who were happy with the level of customer service received ⁴ | 95% | 94% | 90% | 95% | Discontinue |
| Output | # customer interactions ⁴ | 29,686 | 40,234 | 35,000 | 22,871 | Discontinue |

¹ Beginning FY 2020/2021 this was modified to achieve 30,000 licenses by 2023; previously we were hoping to reach 29,000 licenses by 2020.

² This number is affected by the increase in the number of dogs that are not medically and behaviorally sound. The implementation of a dog foster program will positively influence this number. Dog Services will also be seeking funding from the Clackamas Dogs Foundation for a board and train program for dogs that require additional resources that cannot be provided within the shelter.

³ Proposed increase in FY 2019-20 includes an increase in failure to license complaints to drive up the number of licensed dogs, based on rabies information received for dogs without a license. New software migration has improved the timeliness of the rabies certificate entry and a dedicated licensing officer can follow-up on unlicensed dogs.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

Program includes:

- Mandated Services Yes
- Shared Services No
- Grant Funding Yes



Explanation Mandated Services:

As delegated by the health authority, the Dog Services Program is mandated by the State of Oregon to verify rabies vaccination for all dogs in the County (ORS 433.365), respond to incidents of dog bites (ORS 433.345) and when the county establishes a dog control district per ORS 609.030 the governing body may enforce dog control laws within the county and provide for the appointment of dog control officers. In a county with a dog control program the governing body shall determine a dog license fee and issue licenses as per ORS 609.100. ORS 401.977 establishes the requirement to develop animal emergency plans and the federal PETS act of 2006 requires state and local emergency preparedness plans for household pets following major disasters and emergencies.

Grant Funding:

The Dog Sheltering Program anticipates receiving \$20,000 in grant funding from the Clackamas Dogs Foundation. This grant opportunity does not have a length or deadline and does not require any match.



Dog Services Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 838,633 | 994,352 | 1,312,422 | 1,312,422 | 1,091,431 | (220,991) | -16.8% |
| Licenses & Permits | 619,533 | 588,180 | 560,000 | 527,375 | 579,070 | 19,070 | 3.4% |
| Charges for Services | 6,496 | 100 | 500 | - | - | (500) | -100.0% |
| Fines & Penalties | 75,379 | 77,314 | 65,500 | 60,000 | 73,730 | 8,230 | 12.6% |
| Miscellaneous Revenue | 28,418 | 90,381 | 27,600 | 27,450 | 24,750 | (2,850) | -10.3% |
| Miscellaneous Sales | 23 | 8,009 | 7,000 | 5,400 | 7,200 | 200 | 2.9% |
| Other Financing Sources | 10 | 6 | 100 | - | 3,000 | 2,900 | 2900.00% |
| Interfund Transfers | 1,572,264 | 1,732,506 | 1,752,611 | 1,752,611 | 1,535,517 | (217,094) | -12.4% |
| Operating Revenue | 2,302,123 | 2,496,496 | 2,413,311 | 2,372,836 | 2,223,267 | (190,044) | -7.9% |
| Total Rev - Including Beginning Bal | 3,140,756 | 3,490,848 | 3,725,733 | 3,685,258 | 3,314,698 | (411,035) | -11.0% |
| Personnel Services | 1,396,724 | 1,481,308 | 2,016,837 | 1,762,222 | 1,817,884 | (198,953) | -9.9% |
| Materials & Services | 343,588 | 284,217 | 385,637 | 341,337 | 394,886 | 9,249 | 2.4% |
| Indirect Costs | 92,098 | 102,830 | 104,885 | 104,885 | 97,972 | (6,913) | -6.6% |
| Cost Allocation Charges | 312,786 | 310,072 | 375,383 | 375,383 | 426,050 | 50,667 | 13.5% |
| Capital Outlay | 1,209 | - | - | 10,000 | 85,000 | 85,000 | 0% |
| Operating Expenditure | 2,146,405 | 2,178,427 | 2,882,742 | 2,593,827 | 2,821,792 | (60,950) | -2.1% |
| Reserve for Future Expenditures * | - | - | 614,460 | - | 342,906 | (271,554) | -44.2% |
| Contingency | - | - | 228,531 | - | 150,000 | (78,531) | -34% |
| Total Exp - Including Special Categories | 2,146,405 | 2,178,427 | 3,725,733 | 2,593,827 | 3,314,698 | (411,035) | -11.0% |
| General Fund Support (if applicable) | 1,572,264 | 1,732,506 | 1,752,611 | 1,752,611 | 1,535,517 | (217,094) | -12.4% |
| Full Time Equiv Pos (FTE) Budgeted | 20.30 | 20.30 | 20.30 | 20.30 | 18.00 | (2.30) | -11% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 17.00 | 18.00 | | 19.30 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 3.30 | 2.30 | | 1.00 | | | |

Significant Issues and Changes

Changes to the vendor program that were necessitated by the need to improve cash handling practices, resulted in some vendors leaving the vet licensing program. However, updates to the veterinary clinic license vendor program have encouraged a few vendors to continue participating. The implementation of online licensing with the dog services database has increased the efficiency of online dog licensing; however, realizing the other efficiencies that the database can provide will require heavier time investment from the licensing officer.

Prior to the FY 2019-2020 5% general fund reduction, dog services planned to fill an officer vacancy, an animal health technician vacancy and to restructure the Office Specialist 2 position to target licensing enforcement. Dog Services also held off on the replacement of two vehicles that were over 13 years old. With the cost savings from the vacancies, the vehicle replacements are going forward, but we are waiting on further general fund reductions to make any decisions regarding staffing. The Animal health technician position and officer positions remaining vacant may negatively impact the response to dog complaint cases and staff ability to implement programs designed to increase the placement of dogs and the timeliness of services.

Dog Services will continue the program for free microchips while seeking foundation funding to continue the program in future years. On the 4th Saturday of each month, licensed dogs may be brought to Dog Services to receive a free micro-chip at the partnering Good Neighbor Vet. Micro-chips help shelter staff reunite dogs with their families more quickly, which helps Dog Services achieve their goal of increasing the percentage of dogs returned to owners. In addition, this program increases dog licensing compliance.



Transportation Line of Business

Transportation Engineering & Construction Program

Purpose Statement

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

Performance Narrative Statement

The Transportation Engineering & Construction Program adopts an operating budget of \$13,915,591. The resources in this program will fund 31 transportation projects in various stages of design, right of way acquisition and construction, including:

- 3 ADA Projects
- 10 Road Projects
- 4 Bike/Pedestrian Projects
- 2 Safety Projects
- 1 Bridge Replacement Project
- 6 Bridge Scour Repair Projects
- 1 Damascus Roads Project (Staff only -- funded through Damascus Roads)
- 10 Community Road Fund - Congestion Relief Projects (Staff only -- funded through Community Road Fund)

Revenues for the transportation engineering and construction program fluctuate based on available funding. These projects are a portion of more than 300 needed transportation projects identified in the Board adopted Transportation System Plan. In the development of the plan, community members agreed that the transportation system in Clackamas County should be well-designed and maintained and provide safety, flexibility, mobility, accessibility and connectivity for people, goods and services; is tailored to our diverse geographies; and supports future needs and land use plans. The resources from this program will help to achieve this for communities in Clackamas County.

These investments in our transportation infrastructure will generate commercial enterprise and jobs, and ensure services are accessible to all residents of Clackamas County, as highlighted in the Board's strategic plan. The work performed in this program also directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % completed CIP contracts coming in within 110% of original contract value | New Measure | 78% | 90% | 92% | 90% |
| Result | % completed CIP contracts completed within original contract completion date | New Measure | 88% | 90% | 68% | 90% |
| Output | # projects managed | 25 | 60 | 41 | 37 | 35 |
| Output | # road miles transferred | 1 | 13 | 1 | 0.19 | 0.15 |

Program includes:

- Mandated Services Yes
- Shared Services No
- Grant Funding Yes



Explanation

Mandated Services:

The Transportation Construction Program is mandated to spend 1% of state gas tax funds received by the County on facilities for pedestrians and bicyclists (ORS 366.514).

Grant Funding:

The Transportation Construction Program receives project-specific grant funding through ODOT which terminates with the completion of each project and generally requires a 10.27% match provided by County Road Fund, Transportation System Development Charges and/or Urban Renewal Funds.



Transportation Engineering & Construction Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance ** | 16,045,578 | 6,611,959 | 702,524 | - | - | (702,524) | -100.0% |
| Prior Year Revenue | 412,501 | 263,228 | - | 160,040 | - | - | 0% |
| Licenses & Permits ** | 2,383,778 | 206,969 | 242,000 | 470,742 | 15,000 | (227,000) | -93.8% |
| Federal Revenues | 1,084,619 | 2,051,194 | 1,294,835 | 1,262,195 | 1,422,596 | 127,761 | 9.9% |
| State Revenues *, *** | 3,851,803 | 5,339,956 | 7,740,042 | 6,261,232 | 11,678,534 | 3,938,492 | 50.9% |
| Local Government & Other Agencies | - | - | 125,001 | 287,736 | 141,635 | 16,634 | 0.0% |
| Charges for Services *** | 1,280,438 | 320,407 | 474,300 | 480,800 | 463,750 | (10,550) | -2.2% |
| Miscellaneous Revenue | 705,832 | 1,647 | - | 6,400 | - | - | 0% |
| Other Financing Sources | 10,000 | - | - | 8,000 | 3,500 | 3,500 | 0% |
| Interfund Transfers | 2,404,893 | 1,111,894 | 30,000 | - | 190,576 | 160,576 | 535.3% |
| Operating Revenue | 12,133,864 | 9,295,295 | 9,906,178 | 8,937,145 | 13,915,591 | 4,009,413 | 40.5% |
| Total Rev - Including Beginning Bal | 28,179,442 | 15,907,254 | 10,608,702 | 8,937,145 | 13,915,591 | 3,306,889 | 31.2% |
| <i>* Includes Road Fund support; fund balance includes a Fee-In-Lieu of Road Improvement Pedestrian Fee Carryforward.</i> | | | | | | | |
| Personnel Services | 2,432,859 | 2,328,717 | 3,152,744 | 2,773,132 | 3,123,999 | (28,745) | -0.9% |
| Materials & Services | 403,010 | 265,823 | 528,961 | 400,061 | 335,021 | (193,940) | -36.7% |
| Indirect Costs | 107,887 | 89,465 | 99,377 | 99,377 | 97,055 | (2,322) | -2.3% |
| Cost Allocation Charges | 276,743 | 314,515 | 345,253 | 345,253 | 336,917 | (8,336) | -2.4% |
| Capital Outlay | 3,363,309 | 6,195,408 | 5,616,161 | 5,159,944 | 10,022,599 | 4,406,438 | 78.5% |
| Operating Expenditure | 6,583,808 | 9,193,928 | 9,742,496 | 8,777,767 | 13,915,591 | 4,173,095 | 42.8% |
| Special Payments ** | 4,428,700 | - | - | - | - | - | 0% |
| Interfund Transfers *** | 2,363,561 | 6,010,801 | 119,491 | 159,378 | - | (119,491) | -100.0% |
| Reserve for Future Expenditures ** | - | - | 702,524 | - | - | (702,524) | -100.0% |
| Contingency ** | - | - | 44,191 | - | - | (44,191) | -100.0% |
| Total Exp - Including Special Categories | 13,376,069 | 15,204,729 | 10,608,702 | 8,937,145 | 13,915,591 | 3,306,889 | 31.2% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Road Fund - Fund 215 * | 3,758,229 | 5,289,130 | 3,879,380 | 3,879,380 | 5,993,340 | 2,113,960 | 54% |
| Full Time Equiv Pos (FTE) Budgeted | 19.80 | 21.20 | 21.70 | 21.70 | 21.20 | (0.50) | -2% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 15.80 | 17.20 | | 18.70 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 4.00 | 4.00 | | 3.00 | | | |

Significant Issues and Changes

The requested budget will provide the necessary resources for:

- \$9.6 M in contracted capital outlay (project planning, design, right of way acquisition and construction). This does not include county staff time.
- We forecast that we can only fund 15% of our 20-year TSP (Tier 1). We are forecasting over the next 20 years to spend \$28 million of the new HB 2017 funding on capital (safety and bike/ped).
- Our Survey/CADD group has an opportunity to use mobile LIDAR scanning to increase the production of base maps for paving projects; and will have the ability to use sUAS (drones) to add to our capabilities to gather existing conditions data and to provide ortho photos.
- Emergency events resulting in additional projects can impact the schedules of ongoing projects. Staff is currently executing two federal Emergency Relief projects from a 2017 emergency event.

** Transportation System Development Charge funds support the construction of transportation infrastructure; however, housing them in this program inflates the appearance of available funds for current capital projects because the funding is restricted to projects on the eligible list. Due to the project specificity of this funding, we moved the funds out of the Transportation Engineering & Construction program in FY 2018-2019. This program will only include the TSDC funding that is assigned to cover eligible capital project expenses each budget year.

*** Fund 416 (Capital Projects) was discontinued in FY 2018-2019; these construction activities were moved in to the Road Fund.



Transportation Line of Business

Transportation Maintenance Program

Purpose Statement

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

Performance Narrative Statement

The Transportation Maintenance Program adopts an operating budget of \$39,277,813, a reduction from last year due to the second payment toward the relocation of the Transportation Maintenance facility. The majority of the funding comes from:

- Ongoing renewals of the Secure Rural Schools program; increasing annual revenues for no more than two years at a time.
- An increase of almost \$2 million from FY 2019/2020 from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees) resulting from House Bill 2017, a 10-year phased in transportation funding package.

This revenue will provide the resources needed to perform paving and other surface treatments, including almost \$7.5 million in contract paving on 18.96 miles of county roads during FY 2021; while some roads will be improved above a PCI of 70, other roads are also deteriorating. Resources will also provide for drainage, vegetation, surface repair, signing, striping, signal, and bridge maintenance on our 1,400 mile road network. County crews will maintain 24-hour emergency response to inclement weather, natural disasters and will respond to nearly 800 service requests, which will provide the travelling public increased driver safety, a reduction in insurance claims and reduced wear and tear on their vehicles. The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | Maintain the average condition of inspected bridges scored as good condition at 26% or higher ¹ | New measure -- added FY 2020/2021. | | | | 26% |
| Result | Maintain the average condition of inspected bridges scored as fair condition at 69% or higher ¹ | New measure -- added FY 2020/2021. | | | | 69% |
| Output | Annual Cost of Illegal Dumping in the Right-of-Way ¹ | New measure -- added FY 2020/2021. | | | | \$ 54,000 |
| Output | # miles resurfaced ² | 25.87 | 19.11 | 35.47 | Annual Measure | 18.96 |
| Output | # lineal feet striped ¹ | New measure -- added FY 2020/2021. | | | | 8,439,233 |
| Output | # miles plowed/sanded ¹ | New measure -- added FY 2020/2021. | | | | 18,938 |
| Output | # miles treated with de-icer ¹ | New measure -- added FY 2020/2021. | | | | 2,200 |
| Output | # labor hours in emergency response mode ¹ | New measure -- added FY 2020/2021. | | | | 8,082 |
| Demand | # county road miles with a PCI (Pavement Condition Index) below 70 ¹ | 395 | 382 | 355 | Annual Measure | 302 |
| Demand | # service request responses (e.g., high water, downed trees, potholes, dead deer) | 2,302 | 2,229 | 800 | 1,130 | 2,300 |
| Result | Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index) or higher ³ | 58 | 72 | 72 | Annual Measure | Discontinue |

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan. In most cases a 3-year average was used to develop the targets for FY 2020/2021.

² Beginning FY 2020/2021 we began measuring the # miles resurfaced; including in-house paving, contract paving, slurry seal and chip seal. Previously we were reporting the # road miles paved (contract and in-house paving only).

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

- Mandated Services Yes
- Shared Services No
- Grant Funding Yes



Explanation Mandated Services:

The Oregon Constitution (Article IX, Section 3a) dedicates the highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.; thus mandating the use of the Road Fund revenues. Local jurisdictions receiving Oregon State Highway Fund Revenues are required to spend or reserve at least 1% of the annual receipts on bicycle/pedestrian improvements.

Grant Funding:

The county received Emergency Relief funding for to repair the road slides on South End Road and 232nd Avenue after the storm events in January 2017. The permanent repairs will be ongoing and we will be receiving grant funding to help offset those costs.



Transportation Line of Business

Transportation Maintenance Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 15,574,349 | 19,329,487 | 25,251,592 | 25,251,592 | 20,272,993 | (4,978,599) | -19.7% |
| Pior Year Revenues | 82,400 | - | - | - | - | - | 0% |
| Federal Revenues | 963,577 | 903,142 | 354,773 | 708,709 | 673,274 | 318,501 | 89.8% |
| State Revenues * | 20,438,869 | 22,549,252 | 21,528,126 | 21,315,012 | 19,992,065 | (1,536,061) | -7.1% |
| Local Government & Other Agencies | 350,200 | 417,008 | 402,000 | 400,000 | 400,000 | (2,000) | -0.5% |
| Charges for Services | 563,352 | 620,541 | 348,000 | 726,500 | 451,500 | 103,500 | 29.7% |
| Miscellaneous Revenue | 260,537 | 524,174 | 310,280 | 512,280 | 427,280 | 117,000 | 37.7% |
| Other Financing Sources ** | 76,885 | 4,250,000 | 50,000 | 76,803 | 19,535,000 | 19,485,000 | 38970.0% |
| Interfund Transfers *** | - | 2,948,396 | - | - | 2,810,000 | 2,810,000 | 0.0% |
| Operating Revenue | 22,735,820 | 32,212,513 | 22,993,179 | 23,739,304 | 44,289,119 | 21,295,940 | 92.6% |
| Total Rev - Including Beginning Bal | 38,310,169 | 51,542,000 | 48,244,771 | 48,990,896 | 64,562,112 | 16,317,341 | 33.8% |
| <i>* Includes Road Fund support.</i> | | | | | | | |
| Personnel Services | 9,623,669 | 10,648,072 | 12,042,601 | 10,125,112 | 12,376,032 | 333,431 | 2.8% |
| Materials & Services | 7,260,928 | 10,091,263 | 18,217,935 | 13,642,785 | 13,029,254 | (5,188,681) | -28.5% |
| Indirect Costs | 448,938 | 472,131 | 498,558 | 498,558 | 432,052 | (66,506) | -13.3% |
| Cost Allocation Charges | 1,017,041 | 1,154,492 | 1,394,209 | 1,394,209 | 1,300,475 | (93,734) | -6.7% |
| Capital Outlay | 516,184 | 3,189,346 | 12,195,000 | 2,657,239 | 12,140,000 | (55,000) | -0.5% |
| Operating Expenditure | 18,866,760 | 25,555,304 | 44,348,303 | 28,317,903 | 39,277,813 | (5,070,490) | -11.4% |
| Special Payments | 66,400 | 179,600 | 745,000 | 400,000 | 300,000 | (445,000) | 0.0% |
| Interfund Transfers *** | - | - | - | - | 4,260,000 | 4,260,000 | 0% |
| Reserve for Future Expenditures | - | - | 1,000,000 | - | 16,299,299 | 15,299,299 | 1529.9% |
| Contingency | - | - | 2,151,468 | - | 4,425,000 | 2,273,532 | 105.7% |
| Total Exp - Including Special Categories | 18,933,160 | 25,734,904 | 48,244,771 | 28,717,903 | 64,562,112 | 16,317,341 | 33.8% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Road Fund - Fund 215 * | 20,438,869 | 22,471,608 | 24,880,311 | 24,880,311 | 19,204,064 | (5,676,247) | -23% |
| <i>* Trans Eng. & Construction, Traffic Safety, Land Use, Dev. Rev & Permitting, Long Range Planning and DTD Admin include Road Fund support.</i> | | | | | | | |
| Full Time Equiv Pos (FTE) Budgeted | 101.50 | 108.00 | 101.00 | 101.00 | 103.00 | 2.00 | 2.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 86.50 | 94.00 | | 88.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 15.00 | 14.00 | | 13.00 | | | |

Significant Issues and Changes

The Pavement Condition Index (PCI) rates the visual condition of the road surface by measuring the quantity and severity of the surface distresses. The county has 3 years worth of evaluations of its road network based on the Pavement Condition Index rating. Under the PCI rating system, only a 10% representative sample of the road system is rated each year. The first two years we performed complete network evaluations; however, the third year we evaluated all arterial and collector roads and only 25% of the local roads. The current PCI for the county after 3 years of inspections is a PCI of 70. Data accuracy will continue to improve with future data collections.

The \$4.5 million contingency provides coverage for inclement weather response. The proposed budget assumes the first two payments on the Transportation Maintenance facility relocation in FY 2018-19 and FY 2019-20, which will be partially offset by the \$5.25M property sale reimbursement for the CIAO site. This relocation will likely require a bond payment of approximately \$2 million per year, which is included in our forecasts. The budget also includes earmarks of \$1 million for the I205/Abernethy Bridge project and \$2 million for moving costs and fixtures, furniture and equipment. In addition to this, transportation maintenance program costs will be ramping up over the next few years as we continue to align our staffing and program with the House Bill 2017 revenues.

** Other financing sources include the land sale proceeds from the CIAO site.

*** The I/F transfer in FY 2018/2019 was a one-time transfer due to the closure of Fund 416. Fiscal year 2019/2020 I/F projections include a short-term interfund loan of \$2,510,000 from Fund 223; the repayment is programmed in FY 2020/2021 following a Fund 215 bond sale in summer 2020. The first bond payment, estimated at \$1.75M is also included in FY 2020/2021.



Transportation Line of Business

Traffic Safety Program

Purpose Statement

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

Performance Narrative Statement

The Traffic Safety Program adopts an operating budget of \$5,153,637. These resources support the primary effort in Traffic Safety including work in safety, advanced transportation technology and management, motor carrier education/enforcement and support of public health, safety culture and safe systems. The resources in this program will fund 26 transportation projects in various stages of design, right of way acquisition and construction, including:

- 15 Safety Projects
- 1 Bike/Pedestrian Projects
- 1 Damascus Roads Project (Staff only -- funded through Damascus Roads)
- 9 Community Road Fund - Safety Projects (Staff only -- funded through Community Road Fund)

These services all contribute to providing a safe transportation system and work toward our Department Strategic Goal of eliminating fatal and serious injury crashes in Clackamas County by 2035. Achieving these targets will also promote the Board's strategic priorities of building a strong infrastructure and ensuring safe, healthy and secure communities.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero | 26 | 31 | 26 | 18 | 30 |
| Result | Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024 | 11 | 8 | 11 | Annual Measure | 10 |
| Output | # of temporary radar speed feedback sign placements | 11 | 15 | 25 | 4 | 20 |
| Output | # requests for placement of a temporary radar speed feedback sign ¹ | New measure -- added FY 2020/2021. | | | | 8 |
| Output | # community engagement interactions related to traffic safety ² | 2,087 | 10,674 | 2,600 | 31,978 | Discontinue |
| Output | # commercial vehicles inspected: of which, # inspections were voluntary ² | 259 : 3 | 156 : 0 | 250 : 20 | Annual Measure | Discontinue |
| Output | # citizen safety concerns addressed (i.e., clear vision areas) ² | 174 | 193 | 200 | 100 | Discontinue |

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

- Mandated Services Yes
- Shared Services No
- Grant Funding Yes



Explanation Mandated Services:

The Traffic Safety Program is mandated by the Federal Highway Administration (FHWA) to have a Traffic Safety Action Plan (TSAP) and an Intelligent Transportation System (ITS) Plan.

Grant Funding:

Safe Communities grant is on a 12 month cycle ending with the Federal Fiscal Year (September 30) and requires a 20% match, funded by County Road Fund.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 177,775 | 264,447 | (24,212) | 217,176 | 211,049 | 235,261 | -971.7% |
| Prior Year Revenue | 4,853 | 41,447 | - | - | - | - | 0% |
| Federal Revenues | 33,568 | 24,445 | 170,000 | 465,624 | 1,406,583 | 1,236,583 | 727.4% |
| State Revenues * | 1,443,831 | 1,130,479 | 4,044,897 | 2,223,425 | 3,222,434 | (822,463) | -20.3% |
| Local Government & Other Agencies | 30,608 | 36,994 | 40,000 | 65,000 | 55,000 | 15,000 | 37.5% |
| Charges for Service | 215,517 | 175,825 | 150,500 | 105,830 | 150,550 | 50 | 0.0% |
| Miscellaneous Revenue | 7,500 | - | 10,000 | - | 10,000 | - | 0% |
| Other Financing Sources | - | - | - | 8,000 | - | - | 0% |
| Interfund Transfers | 258,114 | 293,686 | 301,747 | 301,747 | 249,235 | (52,512) | -17.4% |
| Operating Revenue | 1,993,991 | 1,702,876 | 4,717,144 | 3,169,626 | 5,093,802 | 376,658 | 8.0% |
| Total Rev - Including Beginning Bal | 2,171,766 | 1,967,323 | 4,692,932 | 3,386,802 | 5,304,851 | 611,919 | 13.0% |
| <i>* Includes Road Fund support.</i> | | | | | | | |
| Personnel Services | 1,285,222 | 1,376,221 | 1,528,755 | 1,517,045 | 1,669,126 | 140,371 | 9.2% |
| Materials & Services | 439,475 | 330,877 | 861,617 | 490,023 | 697,994 | (163,623) | -19.0% |
| Indirect Costs | 45,559 | 52,150 | 49,231 | 49,231 | 46,316 | (2,915) | -5.9% |
| Cost Allocation Charges | 179,576 | 150,055 | 190,257 | 190,257 | 187,307 | (2,950) | -1.6% |
| Capital Outlay | 1,769 | 82,233 | 2,063,072 | 929,197 | 2,552,894 | 489,822 | 23.7% |
| Operating Expenditure | 1,951,601 | 1,991,536 | 4,692,932 | 3,175,753 | 5,153,637 | 460,705 | 9.8% |
| Reserve for Future Expenditures | - | - | - | - | 48,569 | 48,569 | 0% |
| Contingency | - | - | - | - | 102,645 | 102,645 | 0% |
| Total Exp - Including Special Categories | 1,951,601 | 1,991,536 | 4,692,932 | 3,175,753 | 5,304,851 | 611,919 | 13.0% |
| General Fund Support (if applicable) | 258,114 | 293,686 | 301,747 | 301,747 | 249,235 | (52,512) | -17.4% |
| Road Fund - Fund 215 * | 1,443,831 | 1,130,479 | 4,044,897 | 2,223,425 | 3,222,434 | (822,463) | -20% |
| Full Time Equiv Pos (FTE) Budgeted | 10.00 | 10.10 | 10.60 | 10.60 | 11.10 | 0.50 | 5% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 9.00 | 10.10 | - | 8.60 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | - | - | 2.00 | - | - | - |

Significant Issues and Changes

The Traffic Safety program will receive \$279,235 in General Fund to support County Strategic Priorities of eliminating fatal and serious injury crashes by 2035. The program also receives \$25,000 in local marijuana taxes which has been used to build an educational crash trailer highlighting a severe or fatal vehicle crash involving cannabis intoxication. The increase in Capital Outlay in FY 2019-20 represents 16 new safety projects funded by the Road Fund; the additional projects are housed in Damascus Roads or the Community Road Fund.

Additional outcomes from the traffic safety program include:

- Implementing the Traffic Safety Action Plan including infrastructure, outreach and policies to achieve a goal of Zero Fatal and Serious Injury Crashes by 2035.
- Continuing the innovative partnership between H3S and DTD to jointly fund a position to examine safety, public health and equity for road infrastructure projects.
- Increasing the focus on Traffic Signal Management and Operations (TSMO) through new adaptive traffic signal control on Sunnyside Road.
- Prepare for the evolution of connected and autonomous vehicles supporting a robust County-wide fiber optic communications network and new roadside infrastructure to support new technology.
- Continue outreach to youth and young drivers related to safety and increase social media messaging for transportation system users of all ages.
- Continue the Motor Carrier Safety Program focusing on inspection of commercial vehicles to ensure safety for all users and weighing to minimize road damage.



Transportation Line of Business

Damascus Roads Program

Purpose Statement

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

Performance Narrative Statement

The Damascus Roads Program adopts an operating budget of \$1,200,000. This program tracks the use of State Highway Fund revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive State Highway Fund Revenues for this area, based on PSU Population Forecasts, for ten years after disincorporation. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits.

The budget remains consistent with the program work plan presented to residents in the Damascus area on March 20, 2018. The county has placed the long range planning efforts on hold; however, we are continuing with transportation maintenance and traffic safety activities. There are two projects included in the FY 2020-2021 budget: 242/Borges road realignment and a combined project that will tackle both the 222/Tillstrom flashers and the Tier 1 safety projects.

The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|----------------------------------|--|--------------------|---------------------------------------|--------------------|
| Result | Maintain the average condition of paved county roads within the boundaries of the former city of Damascus at 70 PCI (Pavement Condition Index) or higher | 72 | 72 | 70 | Annual Measure | 70 |
| Output | # safety projects completed ¹ | New measure -- added FY 2020-21. | | | | 2 |
| Output | # service request responses (e.g., high water, downed trees, potholes, dead deer) | 9 | 17 | 15 | 4 | 10 |
| Output | # road miles paved (contract paving) ² | New Measure | 3% | 8 | Annual Measure | Discontinue |
| Result | By 2020, complete the Transportation System Plan for the area to identify needed capital projects ² | New Measure | Discontinued - due to legal challenge. | | | |

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

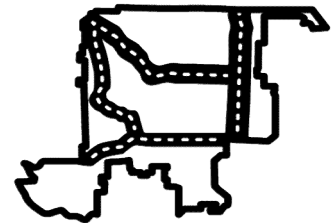
² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services Yes

Shared Services No

Grant Funding No



Explanation Mandated Services:

The Oregon Constitution (Article IX, Section 3a) dedicates the highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.; thus mandating the use of the Road Fund revenues. Local jurisdictions receiving Oregon State Highway Fund Revenues are required to spend or reserve at least 1% of the annual receipts on bicycle/pedestrian improvements.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 3,398,083 | 3,998,551 | 4,646,488 | 4,646,488 | 3,555,204 | (1,091,284) | -23.5% |
| State Revenues | 666,730 | 753,513 | 790,000 | 762,818 | 748,464 | (41,536) | -5.3% |
| Local Government & Other Agencies | - | - | 200,000 | - | - | (200,000) | -100.0% |
| Charges for Service | - | - | 102,500 | 99,398 | 198,385 | 95,885 | 93.5% |
| Miscellaneous Revenue | - | - | 15,000 | - | - | (15,000) | -100.0% |
| Operating Revenue | 666,730 | 753,513 | 1,107,500 | 862,216 | 946,849 | (160,651) | -14.5% |
| Total Rev - Including Beginning Bal | 4,064,813 | 4,752,064 | 5,753,988 | 5,508,704 | 4,502,053 | (1,251,935) | -21.8% |
| Materials & Services | 24,930 | 73,802 | 1,890,000 | 1,718,500 | 65,000 | (1,825,000) | -96.6% |
| Capital Outlay | - | 31,774 | 978,000 | 235,000 | 1,135,000 | 157,000 | 16.1% |
| Operating Expenditure | 24,930 | 105,576 | 2,868,000 | 1,953,500 | 1,200,000 | (1,668,000) | -58.2% |
| Interfund Transfers | 41,332 | - | - | - | - | - | 0% |
| Reserve for Future Expenditures | - | - | 1,870,819 | - | 2,802,053 | 931,234 | 49.8% |
| Contingency | - | - | 1,015,169 | - | 500,000 | (515,169) | -50.7% |
| Total Exp - Including Special Categories | 66,262 | 105,576 | 5,753,988 | 1,953,500 | 4,502,053 | (1,251,935) | -21.8% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| 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

During the disincorporation of the City of Damascus, state law included a provision that Clackamas County would continue to receive the city allotment of State Highway Fund receipts, based on population, for ten years following disincorporation (through 2026). Revenues from the Oregon State Highway Fund (which includes money from state gas tax, truck weight mile fees, and vehicle registration fees) may begin to decline as areas are incorporated into the City of Happy Valley or the City of Gresham over the next 10-years.

When the County adopted a local Vehicle Registration Fee, the state distribution model was adopted, meaning that Damascus Roads will receive the local VRF revenues until the motor vehicle fund formula changes. So, the Community Road Fund allotment for Damascus was added to the Charges for Services revenue.

Long range transportation planning staff have put the development of a 20-year Transportation System Plan for the Damascus area on hold due to pending litigation. The Clackamas County TSP was last updated in 2013, but this plan did not include incorporated cities. We can't adopt the Damascus TSPs because they were based on a draft city land use plan and the future development will be rural; the economy is expanding more rapidly than was anticipated 5-years ago; and growth in surrounding areas will affect Damascus.



Transportation Line of Business

Community Road Fund Program

Purpose Statement

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

Performance Narrative Statement

The Community Road Fund adopts an operating budget of \$4,234,773. This program tracks the collection, distribution and expense of the countywide Vehicle Registration Fee, which went into effect on registrations renewing in January 2020. The county has committed to spending the approximately \$5.5 million per year of Community Road Fund revenue on three major road priorities: congestion relief, local road maintenance and safety improvements.

On Nov. 12, 2019, the Board of Commissioners approved recommendations from the Community Road Fund Advisory Committee, the Traffic Safety Commission and staff regarding the projects that will receive Community Road Fund revenues over the next 5–8 years. The resources in this program will fund 25 transportation projects in various stages of design, right of way acquisition and construction, including:

- 7 Local Road Paving Projects
- 7 Congestion Relief Projects
- 9 Safety Projects
- 2 Strategic Investment Fund Projects (Partnerships with other local agencies)

The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|----------------------------------|---------------------------------------|----------------------------|
| Output | \$ value of capital projects constructed ¹ | | | New measure -- added FY 2020-21. | | \$ 2,400,345 |
| Output | \$ Community Road Fund leveraged by \$ other funding for capital projects ¹ | | | New measure -- added FY 2020-21. | | \$3,741,091 : \$290,379 |
| Output | \$ transferred to cities for investment on city road systems ¹ | | | New measure -- added FY 2020-21. | | \$4,387,101 |
| Output | Strategic Investment Fund: \$ leveraged by \$ other funding for projects of mutual interest ¹ | | | New measure -- added FY 2020-21. | | \$125,000 : \$52,053 |
| Output | Strategic Investment Fund: \$ to transfer # miles of roads to cities ¹ | | | New measure -- added FY 2020-21. | | \$950,000 : 2.65 miles |
| Output | # local road miles paved with CRF funding ¹ | | | New measure -- added FY 2020-21. | | 4.04 |
| Output | # safety projects completed with CRF funding ¹ | | | New measure -- added FY 2020-21. | | 7 |

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

Program includes:

- Mandated Services Yes
- Shared Services No
- Grant Funding No



Explanation Mandated Services:

The Oregon Constitution (Article IX, Section 3a) dedicates the highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.; thus mandating the use of the Road Fund revenues. Local jurisdictions receiving Oregon State Highway Fund Revenues are required to spend or reserve at least 1% of the annual receipts on bicycle/pedestrian improvements.



Transportation Line of Business

Community Road Fund

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | - | - | (10,770) | (10,770) | 2,375,312 | 2,386,082 | -22154.9% |
| Charges for Service | - | - | 5,436,706 | 5,276,177 | 10,522,521 | 5,085,815 | 93.5% |
| Interfund Transfers | - | - | 50,000 | 49,347 | 342,432 | 292,432 | 584.9% |
| Operating Revenue | - | - | 5,486,706 | 5,325,524 | 10,864,953 | 5,378,247 | 0% |
| Total Rev - Including Beginning Bal | - | - | 5,475,936 | 5,314,754 | 13,240,265 | 7,764,329 | 141.8% |
| Materials & Services | - | 10,770 | 402,000 | 317,124 | 1,834,428 | 1,432,428 | 356.3% |
| Capital Outlay | - | - | 426,000 | 448,860 | 2,400,345 | 1,974,345 | 463.5% |
| Operating Expenditure | - | 10,770 | 828,000 | 765,984 | 4,234,773 | 3,406,773 | 0% |
| Special Payments | - | - | 2,121,182 | 2,173,458 | 5,337,101 | 3,215,919 | 151.6% |
| Reserve for Future Expenditures | - | - | 1,470,833 | - | 2,900,817 | 1,429,984 | 97.2% |
| Contingency | - | - | 1,055,921 | - | 767,574 | (288,347) | -27.3% |
| Total Exp - Including Special Categories | - | 10,770 | 5,475,936 | 2,939,442 | 13,240,265 | 7,764,329 | 141.8% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| 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

This budget reflects 100% of the receipts from the DMV. Clackamas County is responsible for distributing these funds to the cities.

DTD is worked closely with Public and Government Affairs (PGA) to establish a Community Road Fund Advisory Committee. This citizen committee provided direction on the selection and prioritization of the congestion relief projects and reviewed the local road paving packages that were developed by Transportation Maintenance staff. The Traffic Safety Committee (TSC) developed the project list for the safety related revenues.

Clackamas County Coordinating Committee (C4) developed a process for the distribution of funds from the Strategic Investment Fund (SIF) and identified the first two projects to receive funding from the SIF.

Many of the congestion relief and SIF projects are eligible for Countywide Transportation System Development Charge (TSDC) funding. This support will be reflected in the Interfund Transfer revenue category.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | - | 8,195,129 | 10,667,809 | 10,667,810 | 12,089,372 | 1,421,563 | 13.3% |
| Licenses & Permits | - | 2,264,918 | 1,750,000 | 2,650,000 | 2,000,000 | 250,000 | 14.3% |
| Charges for Service | - | 14,076 | 14,500 | 11,000 | 11,000 | (3,500) | -24.1% |
| Miscellaneous Revenue | - | 232,862 | 45,000 | 205,000 | 205,000 | 160,000 | 355.6% |
| Interfund Transfers | - | 297,705 | 119,491 | 159,378 | 2,510,000 | 2,390,509 | 2000.6% |
| Operating Revenue | - | 2,809,561 | 1,928,991 | 3,025,378 | 4,726,000 | 2,797,009 | 0% |
| Total Rev - Including Beginning Bal | - | 11,004,690 | 12,596,800 | 13,693,188 | 16,815,372 | 4,218,572 | 33.5% |
| Materials & Services | - | 79,203 | 84,026 | 52,786 | 117,489 | 33,463 | 39.8% |
| Indirect Costs | - | 17,899 | 16,248 | 16,248 | 17,375 | 1,127 | 6.9% |
| Cost Allocation Charges | - | 4,183 | 20,935 | 20,935 | 21,756 | 821 | 3.9% |
| Capital Outlay | - | - | 10,000 | - | - | (10,000) | -100.0% |
| Operating Expenditure | - | 101,285 | 131,209 | 89,969 | 156,620 | 25,411 | 0% |
| Special Payments | - | - | 1,500,000 | 1,500,000 | - | (1,500,000) | -100.0% |
| Interfund Transfers * | - | 235,595 | 130,000 | 13,847 | 3,158,508 | 3,028,508 | 2329.6% |
| Reserve for Future Expenditures | - | - | 8,776,470 | - | 12,750,244 | 3,973,774 | 45.3% |
| Contingency | - | - | 2,059,121 | - | 750,000 | (1,309,121) | -63.6% |
| Total Exp - Including Special Categories | - | 336,880 | 12,596,800 | 1,603,816 | 16,815,372 | 4,218,572 | 33.5% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| 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 Countywide TSDC program budget holds the dedicated funding collected from developers to help add capacity to the County road system in the unincorporated area. Money is transferred out of this program to the Development Agency, Transportation Engineering & Construction and the Long Range Planning programs to support eligible capital projects. **More than \$4.7M in TSDC investments is already programmed between FY 2019-2020 - 2024-2025 between our capital projects and the new Community Road Fund projects.**

The County adopted a new System Development Charge methodology in January 2018 -- we are planning an update of the existing methodology in FY 2020/2021 and will review the new tiered residential rates as part of this analysis. This plan includes a new project list and defines the priorities for using these System Development Charge revenues toward future projects, focusing on projects that met the following criteria:

- Increase traffic connections to daily needs and services;
- Reduce congestion at intersections;
- Be located in or near a current or future employment area;
- Improve safety on roads; and
- Provide the greatest benefit to the entire community on roads with significant amounts of traffic, such as arterials and collectors.

The final TSDC eligible project list is made up of 76 projects with a total cost of \$476 million; of which \$210 million was attributable to growth and therefore eligible for Countywide TSDC funding.

**Fiscal year 2019/2020 projections provide the resources to make a short-term interfund loan of \$2,510,000 to Fund 215; the repayment is programmed in FY 2020/2021 following a Fund 215 bond sale in summer 2020.*



Transportation Line of Business

HV Joint Subarea TSDCs

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | - | - | 1,928,941 | 1,928,941 | 1,932,306 | 3,365 | 0.2% |
| Licenses & Permits | - | - | 5,000 | - | - | (5,000) | -100.0% |
| Miscellaneous Revenue | - | 89,040 | 12,300 | 3,500 | 3,500 | (8,800) | -71.5% |
| Interfund Transfers | - | 1,888,401 | - | - | - | - | 0% |
| Operating Revenue | - | 1,977,441 | 17,300 | 3,500 | 3,500 | (13,800) | -79.8% |
| Total Rev - Including Beginning Bal | - | 1,977,441 | 1,946,241 | 1,932,441 | 1,935,806 | (10,435) | -0.5% |
| Materials & Services | - | - | 1,500 | - | - | (1,500) | -100.0% |
| Indirect Costs | - | - | - | - | - | - | 0% |
| Cost Allocation Charges | - | 2,825 | 135 | 135 | 135 | - | 0% |
| Operating Expenditure | - | 2,825 | 1,635 | 135 | 135 | (1,500) | -91.7% |
| Special Payments | - | 45,675 | 46,000 | - | 9,000 | (37,000) | -80.4% |
| Reserve for Future Expenditures | - | - | 1,499,217 | - | 1,426,671 | (72,546) | -4.8% |
| Contingency | - | - | 399,389 | - | 500,000 | 100,611 | 25.2% |
| Total Exp - Including Special Categories | - | 48,500 | 1,946,241 | 135 | 1,935,806 | (10,435) | -0.5% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| 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 Happy Valley Subarea TSDC program holds the dedicated funding collected from developers to help add capacity to the County road system in prior boundary of the Happy Valley Joint TSDC district. Money is spent out of this program to support eligible capital projects.

The County and City of Happy Valley finalized the adoption of a new System Development Charge methodology in January 2018. The adopted plan established new boundaries and resulted in the dissolution of the City and County Joint District area. The existing Happy Valley Joint TSDC Fund balance was distributed between the City and County based on the percentage of collections over the life of the district.

The balance in the Happy Valley Subarea TSDC program is being held for capacity adding transportation projects in the prior boundary of the Joint area (I-205 / Highway 212 / SE 172nd / Multnomah County line).



Fleet Services Line of Business

Vehicle & Equipment Maintenance & Repair Program

Purpose Statement

The purpose of the Vehicle & Equipment Maintenance & Repair program is to provide preventative maintenance, repair, equipment setup, field and body shop services to public agencies so they can operate safe vehicles and equipment provided to them in a timely and cost effective manner.

Performance Narrative Statement

The Vehicle Maintenance and Repair Program adopts an operating budget of \$3,381,421. This is a continuation of the prior year spending levels, which reflects the integration of fleet services into DTD and the merging of heavy equipment with the existing vehicle maintenance and repair program.

These resources will allow us to provide comprehensive light and heavy vehicle maintenance and repair services to the drivers of County vehicles, WES vehicles and other outside agency vehicles. The added FTEs were balanced by the additional revenue from the heavy equipment maintenance program. These changes should enhance the Vehicle Maintenance and Repair Program's ability to provide services to County employees so they can conduct business in safe, reliable and cost effective vehicles.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % customers happy with the service they received ¹ | New measure -- added FY 2020-2021. | | | | 90% |
| Result | % preventative maintenance visits performed on-schedule ¹ | New measure -- added FY 2020-2021. | | | | 80% |
| Result | Average turn-around time for routine maintenance: Light vehicles: # calendar days [oil change, fluids and safety inspection] ¹ | New measure -- added FY 2020-2021. | | | | 1 day |
| Result | Average turn-around time for routine maintenance: Heavy vehicles: # calendar days [oil change, fluids and safety inspection] ¹ | New measure -- added FY 2020-2021. | | | | 1 day |
| Result | # annual safety inspections performed ¹ | New measure -- added FY 2020-2021. | | | | 173 |
| Result | # roadside repairs ¹ | New measure -- added FY 2020-2021. | | | | 368 |
| Result | % vehicle preventative maintenance completed and returned to service within one work day. ² | 97% | 59% | 80% | 49% | Discontinue |

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Vehicle & Equipment Maintenance & Repair Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 233,586 | - | (53,370) | (53,370) | (18,391) | 34,979 | -65.54% |
| Charges for Service | 1,289,849 | 1,444,643 | 4,029,260 | 3,116,329 | 3,369,812 | (659,448) | -16.37% |
| Miscellaneous Revenue | - | - | - | 20,000 | 30,000 | 30,000 | 0.00% |
| Operating Revenue | 1,289,849 | 1,444,643 | 4,029,260 | 3,136,329 | 3,399,812 | (629,448) | -15.62% |
| Total Rev - Including Beginning Bal | 1,523,435 | 1,444,643 | 3,975,890 | 3,082,959 | 3,381,421 | (594,469) | -14.95% |
| Personnel Services | 771,401 | 739,234 | 2,366,040 | 1,957,184 | 2,085,984 | (280,056) | -11.84% |
| Materials & Services | 575,533 | 601,811 | 1,168,618 | 1,029,218 | 1,017,812 | (150,806) | -12.90% |
| Indirect Costs | - | - | 38,315 | 38,315 | 85,555 | 47,240 | 123.29% |
| Cost Allocation Charges | 131,967 | 151,779 | 165,389 | 165,389 | 142,070 | (23,319) | -14.10% |
| Capital Outlay | - | 5,189 | - | - | 50,000 | 50,000 | 0.00% |
| Operating Expenditure | 1,478,901 | 1,498,013 | 3,738,362 | 3,190,106 | 3,381,421 | (356,941) | -9.55% |
| Contingency | - | - | 237,528 | - | - | (237,528) | -100.00% |
| Total Exp - Including Special Categories | 1,478,901 | 1,498,013 | 3,975,890 | 3,190,106 | 3,381,421 | (594,469) | -14.95% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 8.30 | 8.30 | 20.10 | 20.10 | 17.90 | (2.20) | -10.95% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 8.30 | 8.00 | - | 18.10 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 0.30 | - | 2.00 | - | - | - |

Significant Issues and Changes

This will be the second year of operations as a program within the Department of Transportation and Development. This year we will continue evaluating the program to determine the existing operational effectiveness and identify areas of potential improvement.

While developing the FY 2019-2020 shop rates, we made some changes that helped improve the solvency of this program.

- Implemented a shop supply charge of \$5 per work order to cover grease, oil, towels and other shop supplies.
- Reduced the markup on parts from 30% to 20%. In the future consideration will be given to whether there should be a minimum/maximum added to this calculation.

Last fiscal year (2019/2020), the shop rate increased from \$106.68/hour to \$115/hour. This was done after performing a market study to compare local car dealerships, whose average rate is \$137/hour. For FY 2020/2021 we are recommending an increase from \$115/hour to \$118.50/hour to ensure the long-term viability of this program. Even with this increase, we are offering an average savings of close to \$20/hour from local dealership rates.



Fleet Services Line of Business

Fleet Management Program

Purpose Statement

The purpose of the Fleet Management program is to provide reporting, analysis, procurement, disposition, vehicle rental, and fuel program services to public agencies so they can have access to safe, reliable and cost effective vehicles and 24/7 access to fuel.

Performance Narrative Statement

The Fleet Management Program adopts an operating budget of \$2,497,386, which is a slight reduction from last year. These resources will allow us to serve the drivers of County vehicles by ensuring they are operating a safe, efficient and reliable fleet of vehicles. We will continue to update the fleet by retiring older, underutilized vehicles and replacing them with newer vehicles. During the Performance Clackamas review this year, a decision was made to combine the Fleet Management program with Motorpool and Permanent Rental. This budget includes the resources necessary to replace \$250,000 in department lease vehicles (previously referred to as Permanent Rental) in both FY 2019-2020 and 2020-2021.

We have adopted a result that we can influence, but that we do not have direct control over. Specifically, the % department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year. Our goal is to partner with our customers to provide the necessary data to help them make business decisions to manage and use their fleet efficiently.

While the instability of fuel prices and the increased use of electric and hybrid vehicles continue to create budget challenges because this workgroup charges a fuel markup of 10% to help cover the administrative costs for vehicle specifications, vehicle acquisition, fuel cards and DEQ tracking and administration, the level of funding requested should adequately meet the needs of the drivers and allow us the ability to provide services to County employees so they can conduct business in safe, reliable and cost effective vehicles.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|---------|---|------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % new vehicles in customer possession within 30 calendar days of delivery ¹ | New measure -- added FY 2020-2021. | | | | 75% |
| Result | % motor pool vehicles driven more than 8,000 miles per year ¹ | New measure -- added FY 2020-2021. | | | | 50% |
| Result | % department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year ¹ | New measure -- added FY 2020-2021. | | | | 50% |
| Outputs | Average age of motor pool vehicles available ¹ | New measure -- added FY 2020-2021. | | | | 14 |
| Outputs | # motor pool vehicles available for rental ¹ | New measure -- added FY 2020-2021. | | | | 29 |
| Demands | # department lease vehicles ¹ | New measure -- added FY 2020-2021. | | | | 110 |
| Demands | # department owned vehicles ¹ | New measure -- added FY 2020-2021. | | | | 230 |
| Result | % fuel gallons purchased by customers at a 5 cents per gallon or greater savings compared to retail prices (less taxes). ² | 99.96% | 99.96% | 90% | Annual Measure | Discontinue |

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Fleet Services Line of Business

Fleet Management Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 166,694 | 444,015 | 535,732 | 535,732 | 417,493 | (118,239) | -22.07% |
| Charges for Services | 2,113,438 | 2,245,726 | 2,241,460 | 2,000,250 | 2,126,000 | (115,460) | -5.15% |
| Miscellaneous Revenue | 48,187 | 31,231 | - | 21,700 | 25,700 | 25,700 | 0.00% |
| Other Financing Sources | 56,618 | 8,557 | 50,000 | 20,000 | 25,000 | (25,000) | -50.00% |
| Interfund Transfers | 1,071,806 | 1,328,429 | - | - | - | - | 0% |
| Operating Revenue | 3,290,049 | 3,613,943 | 2,291,460 | 2,041,950 | 2,176,700 | (114,760) | -5.01% |
| Total Rev - Including Beginning Bal | 3,456,743 | 4,057,958 | 2,827,192 | 2,577,682 | 2,594,193 | (232,999) | -8.24% |
| Personnel Services | 283,879 | 166,487 | 422,248 | 329,587 | 446,587 | 24,339 | 5.76% |
| Materials & Services | 1,893,660 | 2,254,491 | 1,652,700 | 1,527,298 | 1,609,825 | (42,875) | -2.59% |
| Indirect Costs | - | - | 12,464 | 12,464 | 17,111 | 4,647 | 37.28% |
| Cost Allocation Charges | 36,731 | 37,724 | 75,085 | 75,085 | 50,863 | (24,222) | -32.26% |
| Capital Outlay | 842,994 | 1,063,523 | 250,000 | 127,000 | 373,000 | 123,000 | 49.20% |
| Operating Expenditure | 3,057,264 | 3,522,225 | 2,412,497 | 2,071,434 | 2,497,386 | 84,889 | 3.52% |
| Contingency | - | - | 414,695 | - | 96,807 | (317,888) | -76.66% |
| Total Exp - Including Special Categories | 3,057,264 | 3,522,225 | 2,827,192 | 2,071,434 | 2,594,193 | (232,999) | -8.24% |
| General Fund Support (if applicable) | - | * 10,000 | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 1.20 | 2.70 | 2.90 | 2.90 | 4.10 | 1.20 | 41.38% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 1.20 | 2.00 | | 2.50 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 0.70 | | 0.40 | | | |

Significant Issues and Changes

This year three programs were combined into the Fleet Management program: Fleet Management, Motorpool and Permanent Rental. This workgroup charges a fuel markup of 10% to help cover the administrative costs for vehicle specifications, vehicle acquisition, fuel cards and DEQ tracking and administration; however, this cost recovery method will be evaluated over the next few months to identify a more sustainable source of funding.

DTD worked with Finance to develop a new method for auctioning used vehicles and equipment, which is working well for individual sales, but does not provide relief for a backlog of vehicles. There is an online auction site that many local agencies have had success with. The pricing seems more reasonable and the process is more efficient than our old method of working with local auctioneers. The county will have more control over the speed in which we are able to get vehicles listed for sale. Once this new process has been tested, we will re-evaluate the current process of charging a percentage of the revenue collected and will consider a flat rate for customers when auctioning off vehicles that are no longer needed for operations.

**The proposed \$10,000 General Fund Surveyor transfer in FY 2018-19 is to cover equipping two new vehicles with lights and other safety equipment; because we are unsure we will be able to complete the vehicle setup before the end of the fiscal year.*



Land Use & Permitting Line of Business

Land Use, Development Review & Permitting Program

Purpose Statement

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

Performance Narrative Statement

The Land Use, Development Review and Permitting program adopts an operating budget of \$15,488,848. These resources will provide the ability to respond to over 300,000 development inquiries from the development community, of whom more than 90% are happy with the level of service they received. DTD estimates permitting 6.7 million square feet of constructed improvements, with an estimated value of \$675 million.

Building Codes, Land Use Planning, Septic & Onsite Wastewater and Engineering Development Review combine to make up this program, and staff in this program are on track to issue approximately 21,500 permits and will perform more than 55,000 inspections in the coming year. These projections are based upon typical activity and could be effected based on global market events in reaction to the Coronavirus.

Achieving these targets will meet the development needs of the community, through the orderly development of property, an increase in housing alternatives, increased jobs from construction, and the resulting economic development.

Key Performance Measures

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target | |
|--------|--|------------------------------------|-----------------|---------------------------------|-----------------|----------------|
| Result | \$ value of constructed improvements permitted ¹ | \$ 424,508,759 | \$ 512,000,207 | \$ 400,000,000 | \$ 434,132,179 | \$ 675,000,000 |
| Result | # square feet constructed ² | 6,476,426 | 6,918,387 | 6,000,000 | 3,389,879 | 6,700,000 |
| Result | % of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal ⁵ | 34% | 31% | 85% | 94% | 90% |
| Result | % septic evaluations completed within 45 calendar days of application submittal ³ | New measure -- added FY 2020-2021. | | | | 50% |
| Result | % of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal | New Measure | 80% | 80% | 94% | 80% |
| Result | % new commercial, industrial and multi-family site development permits issued within 60 calendar days of application submittal ³ | New measure -- added FY 2020-2021. | | | | 40% |
| Result | # development related interactions (inspections/inquiries) provided | 338,057 | 329,997 | 300,000 | 191,760 | 375,000 |
| Output | # utility permits issued, requiring # hours of coordination ³ | New Measure | 1,428 : 4,080 | Not in budget. | 879 : 1,595 | 1,400 : 4,000 |
| Result | % of people surveyed who were happy with the level of customer service received ⁴ | 97% | 96% | 90% | 95% | Discontinue |
| Result | % of new, single-family dwelling building permits picked up within 60 calendar days of application submittal ⁴ | 43% | 53% | 66% | 71% | Discontinue |
| Output | # development related permits issued ⁴ | 21,419 | 18,893 | 25,000 | 11,370 | Discontinue |

¹ Includes New Single Family Homes (Building Codes), Commercial & Multi-Family Design Reviews (Land Use Planning) and Site/Development Improvements (Engineering Development Review).

² Does not include Tenant Improvements; reduced by any existing square footage replaced (as input in the permitting system).

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

⁵ FY17-18 projection was reduced to 80% and FY 2018-19 projection was adjusted to 85%. The Land Use Planning program had a large turnover of staff this year and we are adjusting these figures to provide time for training as we get these files back into the 45 day range.

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation **Mandated Services:**

State law requires counties to implement plans and ordinances to ensure development is consistent with local, regional, and state objectives to provide orderly development, planning and delivery of services, protection of the environment, and public safety. Building codes are mandatory state-wide. Clackamas County has assumed responsibility for the administration of building, electrical, plumbing, mechanical and other specialty codes within its jurisdiction. (ORS 215.197 & 455.020)

Shared Services:

The County administers building codes programs within many cities via intergovernmental agreements. Building codes programs are shared programs as defined by the Association of Oregon Counties. The State of Oregon is responsible for broader policy level administration and creates rules related to program administration, inspector certification and training, state-wide code development processes and other related topics.



Land Use, Development Review & Permitting Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|-------------------|-------------------|-------------------------|-----------------------------|-------------------------|--------------------------|----------------------------|
| Beginning Balance | 7,170,480 | 8,691,950 | 10,921,470 | 10,921,465 | 10,048,289 | (873,181) | -8.0% |
| Licenses & Permits | 8,526,132 | 8,635,687 | 7,600,142 | 7,475,265 | 8,063,740 | 463,598 | 6.1% |
| State Revenues * | 373,727 | 1,139,514 | 1,815,602 | 1,044,908 | 1,496,056 | (319,546) | -17.6% |
| Local Government & Other Agencies | 111,470 | 194,827 | 130,000 | 102,500 | 37,400 | (92,600) | -71.2% |
| Charges for Services | 2,249,855 | 2,674,784 | 1,974,095 | 2,268,445 | 2,157,950 | 183,855 | 9.3% |
| Fines & Penalties | 38,634 | 11,613 | 9,000 | 7,500 | 18,000 | 9,000 | 100.0% |
| Miscellaneous Revenue | 320,725 | 426,479 | 245,545 | 347,086 | 370,349 | 124,804 | 50.8% |
| Other Financing Sources | 2,805 | 5,457 | - | 33,893 | 20,000 | 20,000 | 0.0% |
| Interfund Transfers | 3,118,889 | 2,324,514 | 2,005,746 | 2,005,746 | 1,519,736 | (486,010) | -24.2% |
| Operating Revenue | 14,742,237 | 15,412,875 | 13,780,130 | 13,285,343 | 13,683,231 | (96,899) | -0.7% |
| Total Rev - Including Beginning Bal | 21,912,717 | 24,104,825 | 24,701,600 | 24,206,808 | 23,731,520 | (970,080) | -3.9% |
| <i>* Includes Road Fund support for the Engineering Development Review function.</i> | | | | | | | |
| Personnel Services | 8,861,885 | 9,420,758 | 10,383,089 | 9,654,256 | 10,586,860 | 203,771 | 2.0% |
| Materials & Services | 2,004,021 | 2,048,081 | 2,583,581 | 2,555,234 | 2,601,345 | 17,764 | 0.7% |
| Indirect Costs | 607,245 | 524,047 | 500,118 | 500,118 | 593,205 | 93,087 | 18.6% |
| Cost Allocation Charges | 906,221 | 908,423 | 1,272,711 | 1,272,711 | 1,267,056 | (5,655) | -0.4% |
| Capital Outlay ** | 241,296 | 132,044 | 1,713,200 | 101,200 | 440,382 | (1,272,818) | -74.3% |
| Operating Expenditure | 12,620,668 | 13,033,353 | 16,452,699 | 14,083,519 | 15,488,848 | (963,851) | -5.9% |
| Interfund Transfers ** | 324,039 | - | - | 75,000 | - | - | 0% |
| Reserve for Future Expenditures | - | - | 6,098,162 | - | 3,444,628 | (2,653,534) | -43.5% |
| Contingency | - | - | 1,925,099 | - | 4,798,044 | 2,872,945 | 149.2% |
| Total Exp - Including Special Categories | 12,944,707 | 13,033,353 | 24,475,960 | 14,158,519 | 23,731,520 | (744,440) | -3.0% |
| General Fund Support (if applicable) *** | 2,898,889 | 2,324,514 | 2,005,746 | 2,005,746 | 1,519,736 | (486,010) | -24.2% |
| <i>*** Reduction in FY 19-20 includes a reallocation between the land use and long range planning. The actual General Fund support reduction was a 5% reduction from the maintenance level calcs.</i> | | | | | | | |
| Road Fund - Fund 215 | 373,727 | 1,139,514 | 1,815,602 | 1,044,908 | 1,496,056 | (319,546) | -18% |
| Full Time Equiv Pos (FTE) Budgeted *** | 77.00 | 76.00 | 75.15 | 75.15 | 75.15 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 72.00 | 72.00 | | 71.15 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 5.00 | 4.00 | | 4.00 | | | |

*** 1.0 Service District Specialist budgeted in this program provides support for Clackamas County Street Lighting Service District (CCSD1).

Significant Issues and Changes

- This year the Building Codes Division, working with application developer CityGov, will launch a new customer inspection scheduling app (IOS and Android), that will provide new tools and improved access for customers to schedule and monitor inspections.
- Land Use Planning continues to implement updated, reformatted and modernized supplemental land use application forms. With over 50-plus of these applications, this is a multi-year project. Work to convert property information files from paper to digital, and the official zoning maps from mylar to GIS-based PDFs, continues to add efficiency for staff and customers.
- A significant update of the Roadway Standards, set to be complete in April 2020, will provide new standards associated with small cell wireless facilities and roadway restorations related to utility work.
- Septic program staff reviewed over 700 permits, 300 Authorization Notices and Existing System reports, and conducted more than 300 Site Evaluations during fiscal year 2019-2020, while meeting or exceeding the review targets for each category.

** After being paused last year, in FY20-21 Building Codes and Engineering Development Review will embark on the ePlan initiative, to implement electronic plan review. This new software, and process, will help customers be more self-sufficient when applying for permits, and will integrate into DTD coordination functions that are currently performed by our customers.



Land Use & Permitting Line of Business

Long-Range Planning Program

Purpose Statement

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

Performance Narrative Statement

The Long-Range Planning Program adopts an operating budget of \$2,510,287, an increase of our current funding level. These resources provide residents, businesses, local, regional and state partners, as well as County decision-makers with the opportunity to participate, review, discuss, comment and guide recommendations on long range planning projects. On May 7, 2019 the Board approved adoption of a new long-range planning work program format that uses a multi-year plan, implemented in two-year increments. The new work program for July 1, 2019 to June 30, 2021 addresses the following projects:

Land Use Projects:

- ZDO and County Code amendments to allow and regulate short-term rentals
- Park Avenue Station Area Development Design and Standards.
- Comprehensive Housing Strategies Project to address both statutory requirements and proposed ZDO amendments to encourage development of affordable housing
- ZDO Audit; the final phase is focusing on special districts and development standards.
- Annual updates to implement required ZDO changes adopted at the state and regional levels and respond to time-sensitive or minor issues identified by staff

Transportation Projects:

- Rhododendron Sidewalks Quick Response TGM project
- Participate in the Barton Park Complex Master Plan
- Transit Development Plan
- Willamette River Crossing – Feasibility Study

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target | |
|--------|--|------------------------------------|-----------------|-----------------|---------------------------------|-----------------|-----|
| Result | % of projects in the annual Long-Range Planning Work Program completed annually ^{1,3} | 40% | 25% | 80% | Annual Measure | 75% | |
| Result | By 2025, complete 1,005 of ADA ramp retrofits, as outlined in the adopted ADA Transition Plan ² | New measure -- added FY 2020-2021. | | | | | 201 |
| Output | \$ outside funding secured ⁴ | \$476,033 | \$453,544 | \$300,000 | Annual Measure | Discontinue | |
| Output | \$ county funding required to match grant funding ⁴ | \$24,000 | \$74,690 | \$30,810 | Annual Measure | Discontinue | |
| Demand | # projects on the annual Long-Range Planning Work Program ⁴ | 10 | 16 | 12 | Annual Measure | Discontinue | |

¹ Beginning FY 2020/2021 we are measuring the % of projects completed within the planned year. Previously we were measuring the % of projects completed annually.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

³ FY17-18 performance is influenced by retirements and employment changes in the transportation planning team. Two multi-year projects are not expected to be completed until next year. The long-range planning work program has not yet been approved by the commissioners. Beginning FY 2019-20 multi-year projects will be broken down to better represent the work required to complete the project. The number of projects on the annual plan and the number of projects completed will likely increase as a result.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Mandated Services:

- The Long Range Planning Program is mandated to adopt and maintain a comprehensive plan and the zoning and land-division ordinances needed to put the plan into effect (OAR 660-015).

Grant Funding:

- The Long Range Planning Program includes several projects that are supported through grant funding.
- The Park Avenue Station Area Development and Design Standards and the 82nd Ave Corridor planning work (included in the Housing Strategies project) have been awarded Metro 2040 Grant funds and require a 10.27% match, which will be met using staff work as an in-kind match.
- The Willamette River Crossing Feasibility Project was awarded Metro funds and does not require matching funds.
- The Transit Development Plan was awarded ODOT Transportation Growth Management funds and will require a 10.27% match, which is being provided through State Transportation Improvement Funds received by Social Services.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 66,012 | 460,740 | 557,119 | 793,243 | 1,193,550 | 636,431 | 114.2% |
| Prior Year Revenue | - | 9,755 | - | - | - | - | 0% |
| Licenses & Permits | - | - | - | 150,000 | 130,000 | - | - |
| Federal Revenues | 49,729 | 56,966 | 5,000 | 43,000 | 36,640 | 31,640 | 632.8% |
| State Revenues * | 655,910 | 781,389 | 857,088 | 817,240 | 911,278 | 54,190 | 6.3% |
| Local Government & Other Agencies | - | 5,000 | 386,000 | 422,000 | 664,000 | 278,000 | 72.0% |
| Charges for Services | 15,445 | 41,047 | 24,000 | 235,000 | 235,000 | 211,000 | 879.2% |
| Interfund Transfers | 504,039 | 500,000 | 799,255 | 749,255 | 737,196 | (62,059) | -7.8% |
| Operating Revenue | 1,225,123 | 1,394,157 | 2,071,343 | 2,416,495 | 2,714,114 | 642,771 | 31.0% |
| Total Rev - Including Beginning Bal | 1,291,135 | 1,854,897 | 2,628,462 | 3,209,738 | 3,907,664 | 1,279,202 | 48.7% |
| <i>* Includes Road Fund support for the Long Range Transportation Planning function.</i> | | | | | | | |
| Personnel Services | 744,793 | 877,505 | 1,297,705 | 1,223,028 | 1,359,854 | 62,149 | 4.8% |
| Materials & Services | 215,249 | 362,922 | 882,606 | 614,905 | 957,388 | 74,782 | 8.5% |
| Indirect Costs | 35,641 | 30,175 | 35,613 | 35,613 | 45,256 | 9,643 | 27.1% |
| Cost Allocation Charges | 110,773 | 67,204 | 92,642 | 92,642 | 97,789 | 5,147 | 5.6% |
| Capital Outlay | - | 109,973 | 40,000 | 50,000 | 50,000 | 10,000 | 25.0% |
| Operating Expenditure | 1,106,456 | 1,447,779 | 2,348,566 | 2,016,188 | 2,510,287 | 161,721 | 6.9% |
| Reserve for Future Expenditures | - | - | 154,765 | - | 1,197,377 | 1,042,612 | 674% |
| Contingency | - | - | 350,773 | - | 200,000 | (150,773) | -43.0% |
| Total Exp - Including Special Categories | 1,106,456 | 1,447,779 | 2,854,104 | 2,016,188 | 3,907,664 | 1,053,560 | 36.9% |
| General Fund Support (if applicable) ** | 500,000 | 500,000 | 749,255 | 749,255 | 657,196 | (92,059) | -12.3% |
| <i>** Increases in FY 17-18 and FY 19-20 reflect a reallocation between the land use and long range planning.</i> | | | | | | | |
| Road Fund - Fund 215 * | 655,910 | 781,389 | 857,088 | 817,240 | 911,278 | 54,190 | 6% |
| Full Time Equiv Pos (FTE) Budgeted | 5.70 | 7.15 | 8.65 | 8.65 | 8.65 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.70 | 5.15 | - | 8.65 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 2.00 | - | - | - | - | - |

Significant Issues and Changes

- For FY 20-21 the primary resources of the Long-Range Planning work program will be focused on the multi-phased Comprehensive Housing Strategies Project. With three phases, significant public outreach (including initiatives to reach historically marginalized communities), and incorporation of statutorily required rules, this work is anticipated to continue into fall of 2021.
- The Comprehensive Housing Strategies Project includes work to meet the Board's strategic plan, which identifies a 5-year goal for DTD to provide zoning/places for 700 new dwelling units affordable to households between 60% and 110% of Average Median Income.
- The DTD Regional Coordination position focuses on regional issues and coordinating with other jurisdictional partners, which strengthens the ability to engage on issues such as I-205 construction, identifying funding for Sunrise Phase 2, and communication with the Board of County Commissioners.



Land Use & Permitting Line of Business

Public Land Corner Program

Purpose Statement

The purpose of the Public Land Corner program is to provide corner restoration and preservation services to landowners, other agencies, utilities and the development community so they can be assured all ownership and interest is based on an accurate, countywide monument system.

Performance Narrative Statement

The Public Land Corner (PLC) Program adopts an operating budget of \$802,504. The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property.

We have seen an Increase in requests for Public Land Corners to be restored or reviewed, demand for these services has tripled since last budget year. As the County continues growing, the amount of time spent preserving corners has increased. These 4 FTE now spend at least 1/4 of their time preserving corners as utility companies, contractors, other public works agencies and the general public complete projects around the county that interact with our land corners.

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

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | # of the total 6,400 corners, identified as part of the annual work program, were restored | 42 | 61 | 60 | Annual Measure | 60 |
| Result | % of corners set within seven (7) business days of County Surveyor approval | 100% | 94% | 90% | 81% | 90% |
| Output | # corner restorations completed | 42 | 61 | Not in budget. | 37 | 50 |
| Output | # corner maps filed | 42 | 61 | Not in budget. | 37 | 50 |
| Output | # site inspection hours (protecting corners / preservation) ¹ | New Measure | 169 | 150 | 167 | Discontinue |

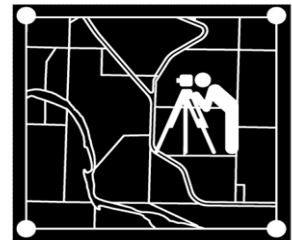
¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Mandated Services:

Per Oregon Revised Statute 209.130, the county governing body may establish by ordinance a fund to be known as the Public Land Corner Preservation Fund. Moneys in the Public Land Corner Preservation Fund shall be used only to pay expenses incurred and authorized by the county surveyor in the establishment, reestablishment and maintenance of corners of government surveys.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 982,844 | 1,037,238 | 944,614 | 944,614 | 907,855 | (36,759) | -3.9% |
| Charges for Services | 670,615 | 582,279 | 602,000 | 711,000 | 700,000 | 98,000 | 16.3% |
| Miscellaneous Revenue | 20,980 | 20,768 | 12,750 | 16,000 | 11,000 | (1,750) | -13.7% |
| Other Financing Sources | - | - | - | 4,000 | - | - | 0% |
| Operating Revenue | 691,595 | 603,047 | 614,750 | 731,000 | 711,000 | 96,250 | 15.7% |
| Total Rev - Including Beginning Bal | 1,674,439 | 1,640,285 | 1,559,364 | 1,675,614 | 1,618,855 | 59,491 | 0 |
| Personnel Services | 478,415 | 530,660 | 589,475 | 589,124 | 621,883 | 32,408 | 5.5% |
| Materials & Services | 73,658 | 75,941 | 89,872 | 83,422 | 84,530 | (5,342) | -5.9% |
| Indirect Costs (Internal Dept Chgs) | 18,165 | 27,291 | 18,465 | 18,465 | 22,988 | 4,523 | 24.5% |
| Cost Allocation Charges | 66,962 | 61,779 | 76,748 | 76,748 | 73,103 | (3,645) | -4.7% |
| Capital Outlay ** | - | - | - | - | - | - | 0.0% |
| Operating Expenditure | 637,200 | 695,671 | 774,560 | 767,759 | 802,504 | 27,944 | 3.6% |
| Reserve for Future Expenditures | - | - | 669,924 | - | 691,351 | 21,427 | 3.2% |
| Contingency | - | - | 114,880 | - | 125,000 | 10,120 | 8.8% |
| Total Exp - Including Special Categories | 637,200 | 695,671 | 1,559,364 | 767,759 | 1,618,855 | 59,491 | 3.8% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 4.00 | 4.00 | | 4.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | | |

Significant Issues and Changes

Our efforts to contain cost; including reliance upon the reserve and steady revenue collections will help maintain the fund balance of this program for future years; however, the current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time.

The Public Land Corner program hired an intern to keep up with demand last summer - this demand continues as the growth continues to move out in the rural communities where program staff have not maintained or restored corners for over 40 years.

** Capital Outlay in FY 2016-17 and FY 2018-19 reflects the replacement of old outdated survey equipment with modern GPS based survey equipment to improve efficiencies in this program.



Land Use & Permitting Line of Business

County Surveyor Program

Purpose Statement

The purpose of the County Surveyor program is to provide surveying resources, plat review and approval services to the public, developers, professional land surveyors, consultants and other agencies so they can complete survey projects for filing or recording to facilitate the pace of economic growth, while protecting current and future property rights.

Performance Narrative Statement

The County Surveyor provides services within incorporated cities and for unincorporated areas within Clackamas County. The County Surveyor adopts an operating budget at the maintenance level of \$1,229,032.

As indicated by the increase in customer inquiries, clients continue to ask for more help in getting their plats and partitions filed in a timely matter, especially in cities where infill is occurring. Private property owners especially need this specialized service, and this requires more public service at our front counter and takes time away from reviews.

Staff within this program support economic development through the review and approval of subdivisions and plats adding approximately 1,500 lots and tracts to the county tax rolls over the next fiscal year. With projected changes to the economy, we may begin to see a slight decrease in subdivision and partition plats; however, we expect our condominiums and plat submittals will maintain or increase from the current year.

Key Performance Measures

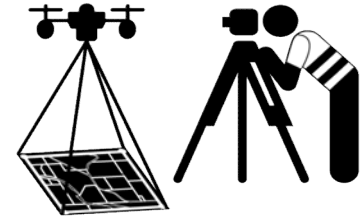
| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | # lots or parcels created through recording of subdivision or partition plat | 1,375 | 1,591 | 1,500 | 852 | 1,408 |
| Result | % of first review comments issued to plat surveyor within 45 calendar days of submittal | 100% | 97% | 95% | 100% | 75% |
| Output | # subdivision and partition plats approved | 155 | 155 | 150 | 74 | 151 |
| Output | # Record of survey reviews/filings | 435 | 350 | Not in budget. | 139 | 285 |
| Output | # customer inquiries | 2,753 | 3,261 | 6,000 | 1,625 | 3,250 |

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation Mandated Services:

As required by Oregon Revised Statutes (ORS), the County Surveyor's office maintains a permanent library estimated at over 400,000 maps, road records, plats, surveys, etc. dating back to the 1860's. We review and approve all surveys performed in the county as mandated by ORS 209; review and approve all partition and subdivision plats in the county as mandated by ORS 92; review and approve all condominium plats in as mandated by ORS 100.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Licenses & Permits | 177,699 | 218,729 | 157,000 | 150,317 | 183,000 | 26,000 | 16.6% |
| Charges for Services | 504,210 | 505,728 | 394,709 | 378,400 | 448,003 | 53,294 | 13.5% |
| Miscellaneous Revenue | 9,591 | 15,062 | 8,300 | 10,792 | 11,000 | 2,700 | 32.5% |
| Other Financing Sources | 26 | - | - | - | - | - | 0% |
| Interfund Transfers | - | - | 75,000 | 75,000 | - | (75,000) | -100.0% |
| Operating Revenue | 691,526 | 739,519 | 635,009 | 614,509 | 642,003 | 6,994 | 1.1% |
| Total Rev - Including Beginning Bal * | 691,526 | 739,519 | 635,009 | 614,509 | 642,003 | 6,994 | 1.1% |
| <i>* County Surveyor program includes General Fund support.</i> | | | | | | | |
| Personnel Services | 912,914 | 923,030 | 878,603 | 848,211 | 952,578 | 73,975 | 8.4% |
| Materials & Services | 110,699 | 112,765 | 110,725 | 111,625 | 103,040 | (7,685) | -6.9% |
| Indirect Costs | 41,258 | 45,307 | 43,725 | 43,725 | 49,708 | 5,983 | 13.7% |
| Cost Allocation Charges | 138,375 | 110,519 | 130,219 | 130,219 | 123,706 | (6,513) | -5.0% |
| Capital Outlay ** | - | 63,154 | 45,000 | 45,000 | - | (45,000) | -100.0% |
| Operating Expenditure | 1,203,246 | 1,254,775 | 1,208,272 | 1,178,780 | 1,229,032 | 20,760 | 1.7% |
| Interfund Transfers *** | 75,000 | 10,000 | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 1,278,246 | 1,264,775 | 1,208,272 | 1,178,780 | 1,229,032 | 20,760 | 1.7% |
| General Fund Support (if applicable) **** | 586,720 | 525,256 | 573,263 | 564,271 | 587,029 | 13,766 | 2.4% |
| <i>**** Increased General Fund support in FY 18-19 included a one-time carryover of general fund to facilitate the purchase of two new vehicles. The reduction in FY 19-20 reflects a General Fund support reduction of 2.5% reduction from the maintenance level calcs.</i> | | | | | | | |
| Full Time Equiv Pos (FTE) Budgeted | 8.50 | 9.00 | 8.00 | 8.00 | 8.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 7.50 | 7.00 | | 7.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | 2.00 | | 1.00 | | | |

Significant Issues and Changes

In order to achieve the mandated General Fund cuts in FY 2019-2020, DTD had to eliminate a vacant Office Manager position from the County Surveyor's budget, so a reduction of more than \$140,000 annually was realized in current year actuals as a result of that cut. In addition to this cut, we submitted a Supplemental Budget during FY 2020-2021 that resulted in an additional \$40k of cost savings each year by swapping a more expensive employee out of the County Surveyor into the Public Land Corner program. These two moves resulted in further reductions of the GF Maintenance Level calculations for FY 2020/2021. The reduction in general fund support from FY 2018-19 to FY 2019-20 also reflects a reset after this program was allowed to carry \$62,706 forward from a prior year in order to complete the purchase of two new vehicles to support program staff.

** Capital Outlay in FY 2018/2019 reflects two vehicle replacements. In FY 2019-2020 there is one vehicle replacement and new GPS equipment with a controller.

*** The \$75,000 transfer in FY 2017-18 reflects a pre-payment toward the department wide electronic plan review initiative that kicked off in FY 2018-19. The \$10,000 transfer in FY 2018-19 was a payment to equip two new vehicles with lights and other safety equipment; because we were not able to complete the vehicle setup before the end of the fiscal year.



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CLACKAMAS
C O U N T Y



Business & Community Services

Laura Zentner, Director

**150 Beaver Creek Road
Oregon City, Oregon 97045
503-742-4344**

Website Address: <https://www.clackamas.us/bcs>



Business and Community Services

Department Mission

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

Business and Community Services

Laura Zentner - Director
 Sarah Eckman - Deputy Director
 Vacant - Deputy Director
 FTE 41.50
 Total Adopted \$35,054,452
 General Fund Support \$2,562,920

| | | | | | |
|---|---|--|--|--|--|
| BCS Administration Laura Zentner Director Sarah Eckman Deputy Director Vacant Deputy Director Total Adopted \$1,807,172 Gen Fund \$ - | Fair & Event Center Laura Zentner Director Vacant Deputy Director Total Adopted \$2,377,314 Gen Fund \$ - | Economic Development Laura Zentner Director Sarah Eckman Deputy Director Total Adopted \$4,786,931 Gen Fund \$ - | Library Laura Zentner Director Vacant Deputy Director Total Adopted \$11,081,740 Gen Fund \$ 2,352,038 | Parks, Golf & Recreation Laura Zentner Director Sarah Eckman Deputy Director Total Adopted \$7,297,275 Gen Fund \$ 210,882 | Assets Laura Zentner Director Sarah Eckman Deputy Director Total Adopted \$7,704,020 Gen Fund \$ - |
| Office of the Director Laura Zentner Director FTE 2.15 Total Adopted \$810,289 Gen Fund \$ - | County Fair & Rodeo Laurie Bothwell Executive Director FTE 0.00 Total Adopted \$1,559,464 Gen Fund \$ - | Economic Development Sarah Eckman Deputy Director FTE 4.20 Total Adopted \$3,891,615 Gen Fund \$ - | Library Support Services Kathryn Kohl Manager FTE 12.00 Total Adopted \$7,297,087 Gen Fund \$ 2,352,038 | Stone Creek Golf Club Gordon Tolbert Manager FTE 0.00 Total Adopted \$4,013,907 Gen Fund \$ - | Forestry Rick Gruen Manager FTE 2.86 Total Adopted \$4,388,938 Gen Fund \$ - |
| Financial Management & Analysis Vacant Deputy Director FTE 2.85 Total Adopted \$996,883 Gen Fund \$ - | County Event Center Laurie Bothwell Executive Director FTE 0.00 Total Adopted \$817,850 Gen Fund \$ - | Land Bank Authority Vacant Executive Manager FTE 1.50 Total Adopted \$895,316 Gen Fund \$ - | Oak Lodge Library Mitzi Olson Manager FTE 4.50 Total Adopted \$2,105,977 Gen Fund \$ - | County Parks Rick Gruen Manager FTE 5.74 Total Adopted \$3,283,368 Gen Fund \$ 210,882 | Property Disposition Rick Gruen Manager FTE 1.20 Total Adopted \$2,800,082 Gen Fund \$ - |
| | | | Gladstone Library Mitzi Olson Manager FTE 4.50 Total Adopted \$1,678,676 Gen Fund \$ - | | Tax Title Land Rick Gruen Manager FTE 0.00 Total Adopted \$515,000 Gen Fund \$ - |



Business and Community Services

Department Budget Summary by Fund

| Line of Business | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 |
|---------------------------------|--------------|----------------------|-------------------------|-----------------------|-----------------------|-----------------------------|----------------------|----------------------------------|----------------------|---|
| 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 Adopted Budget | General Fund Support Included in Adopted Budget |
| BCS Administration | | | | | | | | | | |
| Office of the Director | 2.15 | - | 810,289 | - | - | - | - | - | 810,289 | - |
| Financial Management & Analysis | 2.85 | - | 996,883 | - | - | - | - | - | 996,883 | - |
| Fair & Event Center | | | | | | | | | | |
| County Fair & Rodeo | - | 1,559,464 | - | - | - | - | - | - | 1,559,464 | - |
| County Event Center | - | 817,850 | - | - | - | - | - | - | 817,850 | - |
| Economic Development | | | | | | | | | | |
| Economic Development | 4.20 | - | 3,891,615 | - | - | - | - | - | 3,891,615 | - |
| Land Bank Authority | 1.50 | - | 895,316 | - | - | - | - | - | 895,316 | - |
| Library | | | | | | | | | | |
| Library Support Services | 12.00 | - | - | 7,297,087 | - | - | - | - | 7,297,087 | 2,352,038 |
| Oak Lodge Library | 4.50 | - | - | 2,105,977 | - | - | - | - | 2,105,977 | - |
| Gladstone Library | 4.50 | - | - | 1,678,676 | - | - | - | - | 1,678,676 | - |
| County Parks and Golf | | | | | | | | | | |
| Stone Creek Golf Club | - | - | - | - | - | - | - | 4,013,907 | 4,013,907 | - |
| County Parks | 5.74 | - | - | - | 3,283,368 | - | - | - | 3,283,368 | 210,882 |
| Assets | | | | | | | | | | |
| Forestry | 2.86 | - | - | - | - | - | 4,388,938 | - | 4,388,938 | - |
| Property Disposition | 1.20 | - | - | - | - | 2,800,082 | - | - | 2,800,082 | - |
| Tax Title Land | - | - | - | - | - | 515,000 | - | - | 515,000 | - |
| FY 20-21 Budget | 41.50 | 2,377,314 | 6,594,103 | 11,081,740 | 3,283,368 | 3,315,082 | 4,388,938 | 4,013,907 | 35,054,452 | 2,562,920 |
| FY 19-20 Budget | | 2,372,560 | 6,127,941 | 10,709,499 | 3,584,969 | 3,358,589 | 4,736,929 | 3,788,984 | 34,679,471 | 2,808,157 |
| \$ Increase (Decrease) | | 4,754 | 466,162 | 372,241 | (301,601) | (43,507) | (347,991) | 224,923 | 374,981 | (245,237) |
| % Increase (Decrease) | | 0.20% | 7.61% | 3.48% | -8.41% | -1.30% | -7.35% | 5.94% | 1.08% | -8.73% |
| FY 19-20 FTE | 44.50 | | | | | | | | | |



BCS Administration

Office of the Director




Purpose Statement

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

Performance Narrative Statement

The Office of the Director Program adopts a budget of \$810,289, 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 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|---|--|--------------------|--------------------|--------------------|----------------------------|--------------------|
|  Result | % department strategic results achieved | 59% | 53% | 70% | 90% | 70% |
|  Result | % employees who have their annual performance evaluation completed on time | NEW | NEW | NEW | NEW | 100% |
|  Result | % BCS employees surveyed who say they have an understanding of the role BCS plays in providing essential services to the community | NEW | NEW | NEW | NEW | 75% |

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



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 156,084 | 304,108 | 235,476 | 279,878 | 256,886 | 21,410 | 9.1% |
| Charges for Service | 580,405 | 413,633 | 512,875 | 512,875 | 553,403 | 40,528 | 7.9% |
| Operating Revenue | 580,405 | 413,633 | 512,875 | 512,875 | 553,403 | 40,528 | 7.9% |
| Total Rev - Including Beginning Bal | 736,489 | 717,741 | 748,351 | 792,753 | 810,289 | 61,938 | 8.3% |
| Personnel Services | 327,795 | 343,447 | 360,227 | 360,178 | 491,255 | 131,028 | 36.4% |
| Materials & Services | 85,238 | 72,147 | 171,219 | 142,644 | 161,969 | (9,250) | -5.4% |
| Cost Allocation Charges | 19,348 | 22,269 | 33,045 | 33,045 | 31,972 | (1,073) | -3.2% |
| Operating Expenditure | 432,381 | 437,863 | 564,491 | 535,867 | 685,196 | 120,705 | 21.4% |
| Contingency | - | - | 183,860 | - | 125,093 | (58,767) | -32.0% |
| Total Exp - Including Special Categories | 432,381 | 437,863 | 748,351 | 535,867 | 810,289 | 61,938 | 8.3% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 1.65 | 1.65 | 1.65 | 2.15 | 2.15 | 0.50 | 30.3% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 0.90 | 1.65 | 1.65 | 1.40 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 0.75 | - | - | 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 Global Trade Strategy working with community members to envision and plan new library facilities in the Oak Lodge and Gladstone library service areas, formation and coordination of a Library District Task Force, and the exiting of the City of Happy Valley from the NCPRD.

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.



Financial Management & Analysis Program





Purpose Statement

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

Performance Narrative Statement

The Financial Management & Analysis Program adopts a budget of \$996,883, 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 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|---|--|--------------------|--------------------|--------------------|----------------------------|--------------------|
|  Result | % programs that have their contingency funds fully funded at 10% | NEW | NEW | NEW | NEW | 80% |
|  Result | % contract requests processed and submitted to Procurement within 3 business days of receipt | NEW | NEW | NEW | NEW | 95% |
|  Result | Percentage of budgets and supplemental budgets in compliance with Oregon Budget Law | 100% | 100% | 100% | 100% | Discontinued |
|  Result | Percentage of quarterly reports completed within 45 days after the end of the quarter | 100% | 100% | 100% | 67% | Discontinued |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 170,002 | 229,151 | 372,872 | 471,860 | 443,479 | 70,607 | 18.9% |
| Charges for Service | 520,621 | 671,617 | 512,875 | 514,654 | 553,404 | 40,529 | 7.9% |
| Operating Revenue | 520,621 | 671,617 | 512,875 | 514,654 | 553,404 | 40,529 | 7.9% |
| Total Rev - Including Beginning Bal | 690,623 | 900,768 | 885,747 | 986,514 | 996,883 | 111,136 | 12.5% |
| Personnel Services | 369,789 | 337,987 | 454,241 | 442,101 | 573,698 | 119,457 | 26.3% |
| Materials & Services | 45,247 | 45,201 | 109,402 | 53,891 | 71,901 | (37,501) | -34.3% |
| Cost Allocation Charges | 46,436 | 45,720 | 47,043 | 47,043 | 45,791 | (1,252) | -2.7% |
| Capital Outlay | - | - | - | - | - | - | - |
| Operating Expenditure | 461,472 | 428,908 | 610,686 | 543,035 | 691,390 | 80,704 | 13.2% |
| Contingency | - | - | 275,061 | - | 305,493 | 30,432 | 11.1% |
| Total Exp - Including Special Categories | 461,472 | 428,908 | 885,747 | 543,035 | 996,883 | 111,136 | 12.5% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 2.35 | 2.35 | 2.85 | 2.85 | 2.85 | 0.50 | 21.3% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 1.10 | 2.35 | - | 1.60 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.25 | - | - | 1.25 | - | - | - |

Significant Issues and Changes

A second Deputy Director position was created and filled in FY 19-20. Having this new position will allow the BCS Director to focus more time and attention on BCC strategic goals and initiatives, high-priority projects, and other issues and also provide additional support to staff in their day to day operations.

During FY 19-20, the *Financial Management & Analysis Program* in conjunction with County Administration, coordinated a revision of the BCS Performance Clackamas Strategic Business Plan and associated performance measures. In FY 20-21, BCS will complete a Strategic Communications Plan.



Fair & Event Center County Fair & Rodeo






Purpose Statement

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

Performance Narrative Statement

The County Fair and Rodeo Program adopted a budget of \$1,559,464, a continuation of the current funding level. These resources will provide the 114th 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 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|--|--|--------------------|--------------------|--------------------|----------------------------|--------------------|
|  Result | % change in year over year attendance at the Clackamas County Fair | NEW | NEW | NEW | NEW | 5% |
|  Result | % change in year over year attendance at the Clackamas County Rodeo | NEW | NEW | NEW | NEW | 5% |
|  Result | % surveyed respondents who "agree" or "strongly agree" that the Clackamas County Fair met their expectations | NEW | NEW | NEW | NEW | 90% |
|  Result | Percentage of capacity ¹ of County Fair attendance | At 82% capacity | At 89% capacity | At 89% capacity | At 80% capacity | Discontinued |
|  Result | Percentage of capacity ² of County Rodeo attendance | At 86% capacity | At 90% capacity | At 95% capacity | At 90% capacity | Discontinued |

¹Fair Capacity 175,000

²Rodeo Capacity 23,460

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 20-21, the *County Fair Fund* is budgeted to receive \$507,154; \$177,609 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.



Fair & Event Center

County Fair & Rodeo

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 296,471 | 252,636 | 113,865 | 113,865 | 193,688 | 79,823 | 70.1% |
| State Grants & Revenues | 53,167 | 53,167 | 53,167 | 53,167 | 53,167 | - | 0% |
| Charges for Service | 504,431 | 473,964 | 503,000 | 578,156 | 562,500 | 59,500 | 11.8% |
| Other Revenues | 487,334 | 543,564 | 553,000 | 582,712 | 572,500 | 19,500 | 3.5% |
| Interfund Transfers | 160,590 | 167,255 | 199,301 | 173,109 | 177,609 | (21,692) | -10.9% |
| Operating Revenue | 1,205,522 | 1,237,950 | 1,308,468 | 1,387,144 | 1,365,776 | 57,308 | 4.4% |
| Total Rev - Including Beginning Bal | 1,501,993 | 1,490,586 | 1,422,333 | 1,501,009 | 1,559,464 | 137,131 | 9.6% |
| Personnel Services | 124,788 | 123,625 | 207,925 | 163,252 | 214,800 | 6,875 | 3.3% |
| Materials & Services | 1,062,652 | 1,008,995 | 1,037,897 | 1,062,909 | 1,149,112 | 111,215 | 10.7% |
| Capital Outlay | 61,918 | 244,100 | 109,209 | 81,160 | 73,500 | (35,709) | -32.7% |
| Operating Expenditure | 1,249,358 | 1,376,720 | 1,355,031 | 1,307,321 | 1,437,412 | 82,381 | 6.1% |
| Special Payments | - | - | 1,000 | - | 1,000 | - | 0% |
| Contingency | - | - | 66,302 | - | 121,052 | 54,750 | 82.6% |
| Total Exp - Including Special Categories | 1,249,358 | 1,376,720 | 1,422,333 | 1,307,321 | 1,559,464 | 137,131 | 9.6% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| 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.

In 2019 the Fair Board completed the Master Plan for the Fairgrounds and Event Center. The plan includes 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 2020 the Fair Board will develop a five-year strategic plan which will include priorities and identify actions and resources needed to achieve their goals.

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

Performance Narrative Statement

The County Event Center Program adopted a budget of \$817,850, a continuation of the current funding level. These resources will provide an estimated 200 events with access to a public facility at a price that covers the cost of access and allows them to fulfill their mission. These resources will also provide approximately 630 non-fair hosted events for indirect or direct community benefit. Reaching these rental targets will help community organizations fulfill their missions, while adding financial support to the Fair and Event Center.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|----------------------------|--------------------|
| Result | % of available event spaces utilized | NEW | NEW | NEW | NEW | 80% |
| Result | % change in deferred maintenance projects completed | NEW | NEW | NEW | NEW | 5% |
| Result | % surveyed respondents who "agree" or "strongly agree" that the rental facility met their expectations | NEW | NEW | NEW | NEW | 90% |
| Result | Number of events where organizations will benefit from access to a public facility at a price that covers the cost of access and allows them to fulfill their mission | 181 events | 150 events | 200 events | 36 events | Discontinued |
| Result | Number of events where organizations will benefit from rental access to a public facility at a price that covers the cost of access and provides additional revenue to support the Fair and Event Center | 621 events | 582 events | 630 events | 171 Events | Discontinued |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

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

Under County Ordinance 05-2000, Chapter 8.02.160, the *County Fair* receives a portion of the County's transient room tax revenues. In FY 20-21, the *County Fair Fund* is budgeted to receive \$507,154; \$329,845 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.



Fair & Event Center

County Event Center

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 232,350 | 199,211 | 215,095 | 215,095 | 58,705 | (156,390) | -72.7% |
| Local Grants & Revenues | 3,000 | 65,000 | 20,000 | 20,000 | 4,000 | (16,000) | -80.0% |
| Other Revenues | 322,912 | 371,235 | 345,000 | 168,717 | 425,300 | 80,300 | 23.3% |
| Interfund Transfers | 298,240 | 310,615 | 370,132 | 321,488 | 329,845 | (40,287) | -10.9% |
| Operating Revenue | 624,152 | 746,850 | 735,132 | 510,205 | 759,145 | 24,013 | 3.3% |
| Total Rev - Including Beginning Bal | 856,502 | 946,061 | 950,227 | 725,300 | 817,850 | (132,377) | -13.9% |
| Personnel Services | 408,737 | 449,419 | 467,875 | 402,050 | 346,500 | (121,375) | -25.9% |
| Materials & Services | 201,744 | 221,482 | 239,334 | 187,929 | 243,834 | 4,500 | 1.9% |
| Capital Outlay | 46,810 | 60,064 | 128,417 | 76,616 | 142,000 | 13,583 | 10.6% |
| Operating Expenditure | 657,291 | 730,965 | 835,626 | 666,595 | 732,334 | (103,292) | -12.4% |
| Contingency | - | - | 114,601 | - | 85,516 | (29,085) | -25.4% |
| Total Exp - Including Special Categories | 657,291 | 730,965 | 950,227 | 666,595 | 817,850 | (132,377) | -13.9% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| 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.

In 2019 the Fair Board completed the Master Plan for the Fairgrounds and Event Center. The plan includes 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 2020 the Fair Board will develop a five-year strategic plan which will include priorities and identify actions and resources needed to achieve their goals.

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 six years, T-structure tents have been rented to fulfill the needs of the County Fair and other events.



Economic Development

Economic Development

Purpose Statement

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

Performance Narrative Statement

The Economic Development Program adopts a budget of \$3,891,615, a increase of the current funding level due to combining three programs. These resources will provide policymakers and performance partners increased knowledge of redevelopment opportunities, programs and resources available in Clackamas County. Reaching these targets will help business and property owners, performance partners and policymakers grow a vibrant, resilient economy.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|----------------------------|---------------------|
| Result | \$ invested by businesses in enterprise zones | \$29,654,360 | \$46,158,777 | \$15,000,000 | \$43,690,000 | \$9,000,000 |
| Result | # new jobs created in enterprise zones | 55 jobs | 79 jobs | 100 jobs | 14 jobs | 60 jobs |
| Result | % businesses participating in export events that expand their overseas trade activities (Initial pilot program will focus only on the Food and Beverage Cluster) | NEW | NEW | NEW | NEW | 0.25% |
| Result | Number of meetings convened of Clackamas County cities and regional partners | 22 meetings | 15 Meetings | 12 meetings | 2 meetings | Discontinued |
| Result | Percentage of available employment land in the Metro Urban Growth Boundary within Clackamas County that is "development ready" | 7% | 9% | 16% | 16% | Discontinued |
| Result | Percentage of available employment land outside the Metro Urban Growth Boundary within Clackamas County that is "development ready" | 34% | 31% | 36% | 32% | Discontinued |

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**.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 707,115 | 633,793 | 452,614 | 624,928 | 2,134,115 | 1,681,501 | 371.5% |
| Licenses & Permits | 29,653 | 56,771 | 10,000 | 10,000 | 10,000 | - | 0% |
| State Grants & Revenues | 1,090,000 | 1,150,000 | 1,150,000 | 1,225,000 | 1,700,000 | 550,000 | 47.8% |
| Charges for Services | - | - | - | - | 12,500 | 12,500 | 0.0% |
| Other Revenues | - | - | 75,000 | - | 35,000 | (40,000) | -53.3% |
| Operating Revenue | 1,119,653 | 1,206,771 | 1,235,000 | 1,235,000 | 1,757,500 | 522,500 | 42.3% |
| Total Rev - Including Beginning Bal | 1,826,768 | 1,840,564 | 1,687,614 | 1,859,928 | 3,891,615 | 2,204,001 | 111.4% |
| Personnel Services | 618,129 | 681,124 | 740,755 | 681,480 | 694,113 | (46,642) | -6.3% |
| Materials & Services | 488,917 | 442,514 | 639,187 | 637,155 | 976,541 | 337,354 | 52.8% |
| Cost Allocation Charges | 85,929 | 91,997 | 102,424 | 102,424 | 114,170 | 11,746 | 11.5% |
| Operating Expenditure | 1,192,975 | 1,215,635 | 1,482,366 | 1,421,059 | 1,784,824 | 302,458 | 20.4% |
| Special Payments | - | - | - | - | 1,788,421 | 1,788,421 | 0.0% |
| Interfund Transfers | - | - | - | - | 63,000 | 63,000 | 0.0% |
| Contingency | - | - | 205,248 | - | 255,370 | 50,122 | 24.4% |
| Total Exp - Including Special Categories | 1,192,975 | 1,215,635 | 1,687,614 | 1,421,059 | 3,891,615 | 2,204,001 | 130.6% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 5.00 | 5.00 | 4.50 | 4.50 | 4.20 | (0.30) | -16.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.00 | 5.00 | - | 3.50 | - | - | - |
| 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* recently finalized a Global Trade Strategy that provides a guide to activities such as hosting delegations, participating in outbound trade missions and the diplomatic protocols of international relations. Due to limited funding, the plan will initially focus on assisting the **food and beverage cluster** with expansion of their overseas export activity. In January 2020, the Clackamas County Board of County Commissioners adopted a countywide strategic business plan that includes economic development goals. To ensure Economic Development in Clackamas County fully supports these goals and industry trends, the *Economic Development Program* will be engaging in a strategic visioning exercise in the 2020. Upon completion of this exercise, the *Economic Development Program* will have a revitalized strategic focus that will align with the Board's strategic goals as well as emerging trends in economic development.



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

*Starting in fiscal year 20-21 this Program will be closed, and will be combined into the 7621 program "Economic Development" and will encompass both the prior programs of "Economic Development" and "Economic Opportunity."

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|---|--|--------------------|--------------------|--------------------|----------------------------|--------------------|
|  Result | Amount of funding provided to project sponsors | \$309,276 | \$301,540 | \$753,000 | \$99,059 | Discontinued |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation: The *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 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 1,569,067 | 1,772,916 | 1,638,480 | 1,985,511 | - | (1,638,480) | -100.0% |
| State Grants & Revenues | 627,862 | 460,962 | 230,000 | 325,000 | - | (230,000) | -100.0% |
| Local Grants & Revenues | 30,000 | - | - | - | - | - | 0% |
| Charges for Service | - | - | - | 25,000 | - | - | 0% |
| Other Revenues | 30,258 | 53,300 | 30,000 | 30,000 | - | (30,000) | -100.0% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Operating Revenue | 688,120 | 514,262 | 260,000 | 380,000 | - | (260,000) | -100.0% |
| Total Rev - Including Beginning Bal | 2,257,187 | 2,287,178 | 1,898,480 | 2,365,511 | - | (1,898,480) | -100.0% |
| Personnel Services | 38,645 | 36,402 | 5,026 | 28,526 | - | (5,026) | -100.0% |
| Materials & Services | 172,912 | 13,108 | 895,474 | 101,103 | - | (895,474) | -100.0% |
| Cost Allocation Charges | 4,715 | 185,000 | 2,636 | 2,636 | - | (2,636) | -100.0% |
| Operating Expenditure | 216,272 | 234,510 | 903,136 | 132,265 | - | (903,136) | -100.0% |
| Special Payments | 205,000 | 63,000 | 932,344 | 475,000 | - | (932,344) | -100.0% |
| Interfund Transfers | 63,000 | 4,157 | 63,000 | 63,000 | - | (63,000) | -100.0% |
| Total Exp - Including Special Categories | 484,272 | 301,667 | 1,898,480 | 670,265 | - | (1,898,480) | -100.0% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| 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

*Starting in fiscal year 20-21 this Program will be closed, and will be combined into the 7621 program "Economic Development" and will encompass both the prior programs of "Economic Development" and "Economic Opportunity."



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 the economic viability of the agriculture and forest industries in the Clackamas County region.

Performance Narrative Statement

*Starting in fiscal year 20-21 this Program will be closed, and will be combined into the 7621 program "Economic Development" and will encompass both the prior programs of "Economic Development" and "Agriculture & Forest Economic Development."

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 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 | Discontinued |
| Result | Actions taken by the Board that increase harvested timber on non-county public forest land | 5 Presentations / 3 Actions | 5 Actions | 5 Actions | 1 Action | Discontinued |

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation: The *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).



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 87,971 | 95,917 | 107,749 | 157,071 | - | (107,749) | -100.0% |
| Federal Grants & Revenues | - | - | 100,000 | 100,000 | - | (100,000) | -100.0% |
| State Grants & Revenues | 240,000 | 264,000 | 300,000 | 96,854 | - | (300,000) | -100.0% |
| Charges for Service | - | - | - | 25,000 | - | - | 0% |
| Operating Revenue | 240,000 | 264,000 | 400,000 | 221,854 | - | (400,000) | -100.0% |
| Total Rev - Including Beginning Bal | 327,971 | 359,917 | 507,749 | 378,925 | - | (507,749) | -100.0% |
| Personnel Services | 138,031 | 107,237 | 194,700 | 154,989 | - | (194,700) | -100.0% |
| Materials & Services | 76,743 | 80,619 | 223,604 | 108,607 | - | (223,604) | -100.0% |
| Cost Allocation Charges | 17,280 | 14,991 | 15,329 | 15,329 | - | (15,329) | -100.0% |
| Capital Outlay | - | - | - | 100,000 | - | - | 0% |
| Operating Expenditure | 232,054 | 202,847 | 433,633 | 378,925 | - | (433,633) | -100.0% |
| Contingency | - | - | 74,116 | - | - | (74,116) | -100.0% |
| Total Exp - Including Special Categories | 232,054 | 202,847 | 507,749 | 378,925 | - | (507,749) | -100.0% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 1.40 | 1.40 | 1.20 | 1.20 | - | (1.20) | -100.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 0.40 | 1.40 | - | 1.20 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | - | - | - | - | - | - |

Significant Issues and Changes

*Starting in fiscal year 20-21 this Program will be closed, and will be combined into the 7621 program "Economic Development" and will encompass both the prior program lines of "Economic Development" and "Agriculture & Forest Economic Development."



Agriculture & Forest Economic Development

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 87,971 | 95,917 | 107,749 | 157,071 | - | (107,749) | -100.0% |
| Federal Grants & Revenues | - | - | 100,000 | 100,000 | - | (100,000) | -100.0% |
| State Grants & Revenues | 240,000 | 264,000 | 300,000 | 96,854 | - | (300,000) | -100.0% |
| Charges for Service | - | - | - | 25,000 | - | - | 0% |
| Operating Revenue | 240,000 | 264,000 | 400,000 | 221,854 | - | (400,000) | -100.0% |
| Total Rev - Including Beginning Bal | 327,971 | 359,917 | 507,749 | 378,925 | - | (507,749) | -100.0% |
| Personnel Services | 138,031 | 107,237 | 194,700 | 154,989 | - | (194,700) | -100.0% |
| Materials & Services | 76,743 | 80,619 | 223,604 | 108,607 | - | (223,604) | -100.0% |
| Cost Allocation Charges | 17,280 | 14,991 | 15,329 | 15,329 | - | (15,329) | -100.0% |
| Capital Outlay | - | - | - | 100,000 | - | - | 0% |
| Operating Expenditure | 232,054 | 202,847 | 433,633 | 378,925 | - | (433,633) | -100.0% |
| Contingency | - | - | 74,116 | - | - | (74,116) | -100.0% |
| Total Exp - Including Special Categories | 232,054 | 202,847 | 507,749 | 378,925 | - | (507,749) | -100.0% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 1.40 | 1.40 | 1.20 | 1.20 | - | (1.20) | -100.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 0.40 | 1.40 | - | 1.20 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | - | - | - | - | - | - |

Significant Issues and Changes

*Starting in fiscal year 20-21 this Program will be closed, and will be combined into the 7621 program "Economic Development" and will encompass both the prior program lines of "Economic Development" and "Agriculture & Forest Economic Development."



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 2,364,153 | 2,502,626 | 2,198,843 | 2,767,510 | 2,134,115 | (64,728) | -2.9% |
| Licenses & Permits | 29,653 | 56,771 | 10,000 | 10,000 | 10,000 | - | 0% |
| Federal Grants & Revenues | - | - | 100,000 | 100,000 | - | (100,000) | -100.0% |
| State Grants & Revenues | 1,957,862 | 1,874,962 | 1,680,000 | 1,646,854 | 1,700,000 | 20,000 | 1.2% |
| Local Grants & Revenues | 30,000 | - | - | - | - | - | 0% |
| Charges for Services | - | - | - | 50,000 | 12,500 | 12,500 | 0.0% |
| Other Revenues | 30,258 | 53,300 | 105,000 | 30,000 | 35,000 | (70,000) | -66.7% |
| Operating Revenue | 2,047,773 | 1,985,033 | 1,895,000 | 1,836,854 | 1,757,500 | (137,500) | -7.3% |
| Total Rev - Including Beginning Bal | 4,411,926 | 4,487,659 | 4,093,843 | 4,604,364 | 3,891,615 | (202,228) | -13.3% |
| Personnel Services | 794,805 | 824,763 | 940,481 | 864,995 | 694,113 | (246,368) | -26.2% |
| Materials & Services | 738,572 | 536,241 | 1,758,265 | 846,865 | 976,541 | (781,724) | -44.5% |
| Cost Allocation Charges | 107,924 | 291,988 | 120,389 | 120,389 | 114,170 | (6,219) | -5.2% |
| Capital Outlay | - | - | - | 100,000 | - | - | 0% |
| Operating Expenditure | 1,641,301 | 1,652,992 | 2,819,135 | 1,932,249 | 1,784,824 | (1,034,311) | -36.7% |
| Special Payments | 205,000 | 63,000 | 932,344 | 475,000 | 1,788,421 | 856,077 | 91.8% |
| Interfund Transfers | 63,000 | 4,157 | 63,000 | 63,000 | 63,000 | - | 0% |
| Contingency | - | - | 279,364 | - | 255,370 | (23,994) | -8.6% |
| Total Exp - Including Special Categories | 1,909,301 | 1,720,149 | 4,093,843 | 2,470,249 | 3,891,615 | (202,228) | -4.9% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 6.40 | 6.40 | 5.70 | 5.70 | 4.20 | (1.50) | -34.4% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.40 | 6.40 | - | 6.70 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | - | - | (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.

January 2020, the Clackamas County Board of County Commissioners adopted a countywide strategic business plan that includes economic development goals. To ensure Economic Development in Clackamas County fully supports these goals and industry trends, the *Economic Development Program* will be engaging in a strategic visioning exercise in the 2020 calendar year. Upon completion of this exercise, the *Economic Development Program* will have a revitalized strategic focus that will align with the Board's strategic goals as well as emerging trends in economic development.



Economic Development

Land Bank Authority



Purpose Statement

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

Performance Narrative Statement

The Clackamas County Land Bank Authority Program proposes a budget of \$895,316. 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 17-18 Actual | FY 18-19 Target | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|---|---|--------------------|--------------------|--------------------|----------------------------|--------------------|
|  Result | % evaluated sites acquired by CCLBA | NEW | NEW | NEW | NEW | 20% |
|  Result | % sites acquired that are repurposed for new or expanding businesses, affordable housing and/or parks | NEW | NEW | NEW | NEW | 0% ¹ |

¹It is expected to take a full year to repurpose a site.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The *Land Bank Authority Program* is funded by Oregon State Lottery dollars 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* applied for and received **grant funding** from the State of Oregon via the Business Oregon Strategic Reserve Fund (SRF) in FY 19/20. BCS plans to apply for additional grant funding from Metro and other sources in FY 20/21. If the grant funding is received, a supplemental budget will be prepared to adjust the budget accordingly.



Economic Development

Land Bank Authority

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | 495,316 | 495,316 | 0% |
| State Grants & Revenues | - | - | 200,000 | 600,000 | 300,000 | 100,000 | 50.0% |
| Other Revenues | - | - | 100,000 | - | - | (100,000) | -100.0% |
| Interfund Transfers | - | - | 100,000 | - | 100,000 | - | 0% |
| Operating Revenue | - | - | 400,000 | 600,000 | 400,000 | - | 0% |
| Total Rev - Including Beginning Bal | - | - | 400,000 | 600,000 | 895,316 | 495,316 | 124% |
| Personnel Services | - | - | 229,020 | 57,255 | 267,678 | 38,658 | 16.9% |
| Materials & Services | - | - | 133,754 | 47,429 | 93,254 | (40,500) | -30.3% |
| Operating Expenditure | - | - | 362,774 | 104,684 | 360,932 | (1,842) | -0.5% |
| Contingency | - | - | 37,226 | - | 534,384 | 497,158 | 1335.5% |
| Total Exp - Including Special Categories | - | - | 400,000 | 104,684 | 895,316 | 495,316 | 123.8% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | - | 1.50 | 1.50 | 1.50 | 1.50 | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | - | - | - | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | 1.50 | - | - | - |

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. Following the completion of the Business Plan, the County submitted a grant application for \$300,000 in funding from Business Oregon's Strategic Reserve Fund. In April 2019, the Economic Development Program presented a proposal for the CCLBA to the Board and the proposal was approved by the Board. The County was notified in November 2019 that it was awarded \$300,000 in grant funding and it is anticipated the CCLBA will be established and operational in FY 20-21.



Library Support Services

Purpose Statement

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

Performance Narrative Statement

The Library Support Services Program adopted a budget of \$7,297,087, an increase of the current funding level due to combining two previous programs. These resources will provide an online integrated library system (catalog) which is operational at least 99% of the time. In addition, these resources will allow us to provide the staffing necessary to respond to the large portion of the technical support requests we receive from our customers within one business day (target of 75%), which will in turn allow us to meet the expectations of our customers (through our survey results). Reaching these targets will allow our customer libraries to efficiently and effectively provide library collections and services to their patrons.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|----------------------------|--------------------|
| Result | % technical support requests resolved within one (1) business day | NEW | NEW | NEW | NEW | 75% |
| Result | % time the library catalog is operational | 99% | 99% | 99% | 100% | 99% |
| Result | % surveyed respondents who say they “agree” or “strongly agree” that services met their expectations | NEW | NEW | NEW | NEW | 80% |
| Result | Percentage of technology support request responses provided within two business days | 99% | 99% | 99% | 100% | Discontinued |
| Result | Percentage of materials sent to Library Systems for cataloging processed within established timeframes | 82% | 90% | 90% | 96% | Discontinued |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation: The *Library Support Services Program* is a **mandated service** as indicated in the 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.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 4,102,696 | 3,412,897 | 3,050,924 | 3,050,924 | 4,361,049 | 1,310,125 | 42.9% |
| Other Revenues | 37,506 | 65,431 | 31,000 | 33,115 | 584,000 | 553,000 | 1783.9% |
| Interfund Transfers | 1,346,182 | 815,430 | 1,376,503 | 1,376,503 | 2,352,038 | 975,535 | 70.9% |
| Operating Revenue | 1,383,688 | 880,861 | 1,407,503 | 1,409,618 | 2,936,038 | 1,528,535 | 108.6% |
| Total Rev - Including Beginning Bal | 5,486,384 | 4,293,758 | 4,458,427 | 4,460,542 | 7,297,087 | 2,838,660 | 63.7% |
| Personnel Services | 633,792 | 696,047 | 840,808 | 727,795 | 1,576,932 | 736,124 | 87.5% |
| Materials & Services | 382,228 | 410,504 | 548,850 | 430,850 | 1,644,613 | 1,095,763 | 199.6% |
| Cost Allocation Charges | 57,467 | 42,892 | 54,665 | 54,665 | 125,246 | 70,581 | 129.1% |
| Capital Outlay | - | 93,391 | 45,000 | 30,000 | 130,000 | 85,000 | 188.9% |
| Operating Expenditure | 1,073,487 | 1,242,834 | 1,489,323 | 1,243,310 | 3,476,791 | 1,987,468 | 133.4% |
| Special Payments | 1,000,000 | - | 2,100,000 | - | 1,850,000 | (250,000) | -11.9% |
| Reserve for Future Expenditures | - | - | 869,104 | - | 1,970,296 | 1,101,192 | 126.7% |
| Contingency | - | - | - | - | - | - | 0.0% |
| Total Exp - Including Special Categories | 2,073,487 | 1,242,834 | 4,458,427 | 1,243,310 | 7,297,087 | 2,838,660 | 63.7% |
| General Fund Support (if applicable) | 1,346,182 | 815,430 | 1,376,503 | 1,376,503 | 2,352,038 | 975,535 | 70.9% |
| Full Time Equiv Pos (FTE) Budgeted | 5.50 | 5.50 | 5.50 | 5.50 | 12.00 | 6.50 | 118.2% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 4.50 | 5.50 | 5.50 | 5.50 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | - | - | - | - | - | - |

Significant Issues and Changes

The *Library Support Services Program* has implemented 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).

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. Nine 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.

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. The Task Force began its work mid FY 19-20.

*Starting in FY 20-21 this Program will be re-named *Library Support Services* and will encompass the prior programs "Library Systems" and "Shared Library Services."



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

*Starting in fiscal year 20-21, this Program will be closed, and will be combined into the 7631 program "Library Support Services" and will encompass both the prior program lines of "Library Systems" and "Shared Library Services."

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|---|--|--------------------|--------------------|--------------------|----------------------------|--------------------|
|  Result | Percentage of scheduled courier stops (pick-ups and deliveries) made within the established timeframes | 99% | 99% | 95% | 99.5% | Discontinued |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The *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 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 486,833 | 414,011 | 1,136,631 | 1,136,631 | - | (1,136,631) | -100.0% |
| Federal Grants & Revenues | 14,643 | - | - | - | - | - | 0% |
| Local Grants & Revenues | - | 37,024 | - | - | - | - | 0% |
| Other Revenues | 400,567 | 419,444 | 550,000 | 559,743 | - | (550,000) | -100.0% |
| Interfund Transfers | 905,564 | 1,605,381 | 1,220,772 | 1,220,772 | - | (1,220,772) | -100.0% |
| Operating Revenue | 1,320,774 | 2,061,849 | 1,770,772 | 1,780,515 | - | (1,770,772) | -100.0% |
| Total Rev - Including Beginning Bal | 1,807,607 | 2,475,860 | 2,907,403 | 2,917,146 | - | (2,907,403) | -100.0% |
| Personnel Services | 576,014 | 562,247 | 806,824 | 702,470 | - | (806,824) | -100.0% |
| Materials & Services | 690,399 | 646,775 | 982,222 | 962,835 | - | (982,222) | -100.0% |
| Cost Allocation Charges | 42,598 | 52,031 | 71,000 | 71,000 | - | (71,000) | -100.0% |
| Capital Outlay | 69,943 | 78,178 | 20,000 | - | - | (20,000) | -100.0% |
| Operating Expenditure | 1,378,954 | 1,339,231 | 1,880,046 | 1,736,305 | - | (1,880,046) | -100.0% |
| Special Payments | 14,643 | - | - | 37,024 | - | - | 0% |
| Reserve for Future Expenditures | - | - | 1,027,357 | - | - | (1,027,357) | -100.0% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 1,393,597 | 1,339,231 | 2,907,403 | 1,773,329 | - | (2,907,403) | -100.0% |
| General Fund Support (if applicable) | 905,564 | 1,605,381 | 1,220,772 | 1,220,772 | - | (1,220,772) | -100.0% |
| Full Time Equiv Pos (FTE) Budgeted | 5.50 | 6.50 | 6.50 | 6.50 | - | (6.50) | -100.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.50 | 5.50 | - | 6.50 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | - | - | - | - |

Significant Issues and Changes

*Starting in fiscal year 20-21 this Program will be closed, and will be combined into the 7631 program "Library Support Services" and will encompass both the prior program lines of "Library Systems" and "Shared Library Services."



Library Support Services Combined

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 4,589,529 | 3,826,908 | 4,187,555 | 4,187,555 | 4,361,049 | 173,494 | 4.1% |
| Federal Grants & Revenues | 14,643 | - | - | - | - | - | 0% |
| State Grants & Revenues | - | 37,024 | - | - | - | - | 0% |
| Other Revenues | 438,073 | 484,875 | 581,000 | 592,858 | 584,000 | 3,000 | 0.5% |
| Interfund Transfers | 2,251,746 | 2,420,811 | 2,597,275 | 2,597,275 | 2,352,038 | (245,237) | -9.4% |
| Operating Revenue | 2,704,462 | 2,942,710 | 3,178,275 | 3,190,133 | 2,936,038 | (242,237) | -7.6% |
| Total Rev - Including Beginning Bal | 7,293,991 | 6,769,618 | 7,365,830 | 7,377,688 | 7,297,087 | (68,743) | -0.9% |
| Personnel Services | 1,209,806 | 1,258,294 | 1,647,632 | 1,430,265 | 1,576,932 | (70,700) | -4.3% |
| Materials & Services | 1,072,627 | 1,057,279 | 1,531,072 | 1,393,685 | 1,644,613 | 113,541 | 7.4% |
| Cost Allocation Charges | 100,065 | 94,923 | 125,665 | 125,665 | 125,246 | (419) | -0.3% |
| Capital Outlay | 69,943 | 171,569 | 65,000 | 30,000 | 130,000 | 65,000 | 100.0% |
| Operating Expenditure | 2,452,441 | 2,582,065 | 3,369,369 | 2,979,615 | 3,476,791 | 107,422 | 3.2% |
| Special Payments | 1,014,643 | - | 2,100,000 | 37,024 | 1,850,000 | (250,000) | -11.9% |
| Reserve for Future Expenditures | - | - | 1,896,461 | - | 1,970,296 | 73,835 | 3.9% |
| Contingency | - | - | - | - | - | - | 0.0% |
| Total Exp - Including Special Categories | 3,467,084 | 2,582,065 | 7,365,830 | 3,016,639 | 7,297,087 | (68,743) | -0.9% |
| General Fund Support (if applicable) | 2,251,746 | 2,420,811 | 2,597,275 | 2,597,275 | 2,352,038 | -245,237 | -9.4% |
| Full Time Equiv Pos (FTE) Budgeted | 11.00 | 12.00 | 12.00 | 12.00 | 12.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 10.00 | 11.00 | 12.00 | 12.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | - | - | - | - | - | - |

Significant Issues and Changes

*Starting in FY 20-21 this Program will be re-named *Library Support Services* and will encompass the prior program lines of "Library Systems" and "Shared Library Services."

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Purpose Statement

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

Performance Narrative Statement

The Oak Lodge Library Program adopted a budget of \$2,105,977, a continuation of the current funding level. These resources will serve approximately 280,000 material checkouts and provide a collection of 60,000 items at the Oak Lodge Library. This collection will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target | |
|--|--------|--|-----------------|-----------------|-------------------------|-----------------|--------------|
|  | Result | % youth signed up for summer reading programs who complete the program | NEW | NEW | NEW | NEW | 4% |
|  | Result | % year-over-year change in signups for kids, teen and adult reading programs | 25% | -10% | 3% | -29% | 7% |
|  | Result | % materials circulated at least once per year | 78% | 80% | 78% | 60% | 80% |
|  | Result | Borrowers as a percentage of the resident population | 33% | 30% | 38% | 28% | Discontinued |
|  | Result | Percentage of OLA standards met, as required in IGA | 67% | 67% | 67% | 67% | Discontinued |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

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

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



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 75,541 | 446,327 | 752,002 | 752,002 | 600,300 | (151,702) | -20.2% |
| State Grants & Revenues | 5,765 | 5,713 | 5,713 | 5,975 | 5,975 | 262 | 4.6% |
| Local Grants & Revenues | 1,130,000 | 1,254,155 | 1,420,264 | 1,412,295 | 1,470,217 | 49,953 | 3.5% |
| Charges for Service | 2,654 | 49,427 | 148,504 | 18,000 | 17,500 | (131,004) | -88.2% |
| Fines & Penalties | 12,325 | 13,781 | 12,000 | 11,000 | 11,000 | (1,000) | -8.3% |
| Other Revenues | 170,799 | 33,927 | 600 | 200 | 985 | 385 | 64.2% |
| Operating Revenue | 1,321,543 | 1,357,003 | 1,587,081 | 1,447,470 | 1,505,677 | (81,404) | -5.1% |
| Total Rev - Including Beginning Bal | 1,397,084 | 1,803,330 | 2,339,083 | 2,199,472 | 2,105,977 | (233,106) | -10.0% |
| Personnel Services | 547,902 | 599,000 | 939,683 | 916,883 | 733,404 | (206,279) | -22.0% |
| Materials & Services | 287,109 | 319,189 | 476,304 | 417,261 | 442,656 | (33,648) | -7.1% |
| Cost Allocation Charges | 115,746 | 126,558 | 102,528 | 102,528 | 106,384 | 3,856 | 3.8% |
| Capital Outlay | - | 6,581 | 592,960 | 162,500 | 745,000 | 152,040 | 25.6% |
| Operating Expenditure | 950,757 | 1,051,328 | 2,111,475 | 1,599,172 | 2,027,444 | (84,031) | -4.0% |
| Contingency | - | - | 227,608 | - | 78,533 | (149,075) | -65.5% |
| Total Exp - Including Special Categories | 950,757 | 1,051,328 | 2,339,083 | 1,599,172 | 2,105,977 | (233,106) | -10.0% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 5.00 | 6.00 | 5.25 | 5.25 | 4.50 | (0.75) | -14.3% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 4.00 | 4.00 | 5.25 | 4.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | - | - | 1.25 | - | - | - |

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.

On December 1, 2019, the City of Gladstone transferred 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.








Purpose Statement

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

Performance Narrative Statement

The Gladstone Library Program adopted a budget of \$1,678,676. These resources will serve approximately 200,000 material checkouts and provide a collection of 45,000 items at the Gladstone Library. These resources will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|--|--|-----------------|-----------------|-----------------|-------------------------|---------------------|
|  Result | % youth signed up for summer reading programs who complete the program | NEW | NEW | NEW | NEW | 4% |
|  Result | % year-over-year change in signups for kids, teen and adult reading programs | N/A* | N/A* | N/A* | N/A* | 7% |
|  Result | % materials circulated at least once per year | N/A* | N/A* | N/A* | 17% | 80% |
|  Result | Borrowers as a percentage of the resident population | N/A* | N/A* | N/A* | 24% | Discontinued |
|  Result | Percentage of OLA standards met, as required in IGA | N/A* | N/A* | N/A* | 67% | Discontinued |

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

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

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

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



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | - | - | (25,384) | (25,384) | (258,045) | (232,661) | 916.6% |
| State Grants & Revenues | - | - | 2,944 | 3,049 | 3,049 | 105 | 3.6% |
| Local Grants & Revenues | - | - | 811,826 | 454,643 | 1,475,672 | 663,846 | 81.8% |
| Charges for Service | - | - | 1,000 | 800 | 250,800 | 249,800 | 24980.0% |
| Fines & Penalties | - | - | 9,000 | 4,000 | 4,000 | (5,000) | -55.6% |
| Other Revenues | - | 63,832 | 205,200 | 174,684 | 203,200 | (2,000) | -1.0% |
| Operating Revenue | - | 63,832 | 1,029,970 | 637,176 | 1,936,721 | 906,751 | 88.0% |
| Total Rev - Including Beginning Bal | - | 63,832 | 1,004,586 | 611,792 | 1,678,676 | 674,090 | 67% |
| Personnel Services | - | 77,921 | 645,740 | 451,215 | 646,038 | 298 | 0.0% |
| Materials & Services | - | 3,572 | 270,332 | 206,122 | 249,156 | (21,176) | -7.8% |
| Operating Expenditure | - | 81,493 | 916,072 | 657,337 | 895,194 | (20,878) | -2.3% |
| Capital Outlay | - | 7,723 | 51,037 | 212,500 | 695,000 | 643,963 | 1261.8% |
| Contingency | - | - | 37,477 | - | 88,482 | 51,005 | 136.1% |
| Total Exp - Including Special Categories | - | 89,216 | 1,004,586 | 869,837 | 1,678,676 | 674,090 | 67% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | - | 5.75 | 5.75 | 4.50 | (1.25) | -21.7% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | - | - | 5.00 | - | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | 0.75 | - | | |

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.

On December 1, 2019, the City of Gladstone transferred 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.



County Parks and Golf

Stone Creek Golf Club





Purpose Statement

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

Performance Narrative Statement

The Stone Creek Golf Club Program adopts a budget of \$4,013,907, a continuation of the current funding level. These resources will provide golf patrons the opportunity to book events and golf during the available tee times on "playable days". Reaching these targets will help clients and the golfing community to have an enjoyable and reasonably priced golfing experience while providing a supplemental source of funding for County Parks.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|---|--|--------------------|--------------------|--------------------|----------------------------|---------------------|
|  Result | % available golf rounds being filled during playable golf days | 63% | 68% | 73% | 50% | 70% |
|  Result | % of survey respondents who report that the Stone Creek Golf Club is clean and safe | NEW | NEW | NEW | NEW | 80% |
|  Result | Revenues as a percentage of expenditures (cost recovery) | 120% | 125% | 122% | 85% | Discontinued |
|  Result | Golf Club net proceeds contributed to County Parks division to fund ongoing operations | \$250,000 | \$250,000 | \$200,000 | \$0 | Discontinued |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation: The 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 the Stone Creek Golf Club Program operations that would go directly to the County Parks Program to support operations and maintenance needs. The Stone Creek Golf Club Program features a Peter Jacobsen/Jim Hardy scenically-designed course with spectacular views of Mt. Hood and is an International Audubon Sanctuary. The golf course is laid out over 120 acres of land with old-growth Douglas Firs, lakes, four wetlands, and forty-three bunkers. The County contracts with Gordon Tolbert, owner of Total Golf Management Services, LLC (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.

The Stone Creek Club Program has budgeted to receive \$150,000 in grant funding from the Oregon Parks and Recreation Department Local Government Grant program for the Irrigation Pond Rehabilitation Project.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 775,819 | 861,352 | 931,984 | 931,984 | 1,001,907 | 69,923 | 7.5% |
| State Grants & Revenues | - | - | - | - | 150,000 | 150,000 | 0.0% |
| Charges for Service | 2,668,427 | 2,872,482 | 2,850,000 | 2,425,111 | 2,850,000 | - | 0% |
| Other Revenues | 7,703 | 12,643 | 7,000 | 12,000 | 12,000 | 5,000 | 71.4% |
| Operating Revenue | 2,676,130 | 2,885,125 | 2,857,000 | 2,437,111 | 3,012,000 | 155,000 | 5.4% |
| Total Rev - Including Beginning Bal | 3,451,949 | 3,746,477 | 3,788,984 | 3,369,095 | 4,013,907 | 224,923 | 5.9% |
| Materials & Services | 2,277,074 | 2,386,865 | 2,486,457 | 2,225,409 | 2,494,457 | 8,000 | 0.3% |
| Cost Allocation Charges | 7,107 | 8,598 | 11,499 | 11,499 | 11,499 | - | 0% |
| Capital Outlay | 56,415 | 169,031 | 288,000 | 30,280 | 608,000 | 320,000 | 111.1% |
| Operating Expenditure | 2,340,596 | 2,564,494 | 2,785,956 | 2,267,188 | 3,113,956 | 328,000 | 11.8% |
| Special Payments | - | - | 5,000 | - | 1,000 | (4,000) | -80.0% |
| Interfund Transfers | 250,000 | 250,000 | 200,000 | 100,000 | - | (200,000) | -100.0% |
| Reserve for Future Expenditures | - | - | 547,990 | - | 590,840 | 42,850 | 7.8% |
| Contingency | - | - | 250,038 | - | 308,111 | 58,073 | 23.2% |
| Total Exp - Including Special Categories | 2,590,596 | 2,814,494 | 3,788,984 | 2,367,188 | 4,013,907 | 224,923 | 5.9% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| 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

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 *Forestry 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 first responders to get to the Stone Creek Golf Club in cases of medical or other emergencies.






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 adopts a budget of \$3,283,368, a continuation of the current funding level. These resources will provide over 11,000 campsite reservations during "Peak" days at 204 campsites and a projected 90% occupancy rate in County Parks. During "Off-Peak" days these resources will provide approximately 15,000 campsite reservations at 204 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 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|---|---|--------------------|--------------------|--------------------|----------------------------|--------------------|
|  Result | % occupancy of campgrounds (peak ¹) | 68% | 70% | 90% | 52% | 90% |
|  Result | % occupancy of campground (off-peak ²) | 32% | 23% | 50% | 16% | 50% |
|  Result | % of survey respondents who report that the County park they visited is clean and safe ³ | 95% | 96% | 95% | N/A ³ | 90% |

¹ Peak is defined as Fri/Sat.

² 'Off-peak' is defined as Sun-Thu.

³ FY 19-20 survey conducted in Nov. 2019. 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 local share funding from the 2019 Metro Parks and Nature Bond allocation that will fund the Barton Park East RV Campground paving project, Feyrer Park Campground road and parking lot improvement project, Knights Bridge Park restroom installation project, Wagonwheel Park restroom installation project and Barton Park Day Use Area well replacement project. In addition, the County Parks Program will use its share of the Oregon State Parks RV Licensing distribution to fund a number of deferred maintenance projects including LED lighting upgrades, Boones Ferry Marina structural repairs, Barton Park Event Center design work, park gate replacements, caretaker house upgrades, restroom and septic system upgrades, repairs to the Metzler Park office and replacement of the Metzler Park ticket booth. 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.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 1,190,313 | 1,300,464 | 1,037,634 | 1,037,634 | 439,521 | -598,113 | -57.6% |
| Federal Grants & Revenues | 1,350 | 1,350 | 1,350 | 1,350 | 1,350 | - | 0% |
| State Grants & Revenues | 719,888 | 701,043 | 816,000 | 847,594 | 574,000 | (242,000) | -29.7% |
| Local Grants & Revenues | - | - | - | - | 730,000 | 730,000 | 0.0% |
| Charges for Service | 981,154 | 1,020,674 | 1,009,256 | 1,024,448 | 1,130,186 | 120,930 | 12.0% |
| Other Revenues | 61,780 | 49,396 | 29,000 | 49,332 | 46,600 | 17,600 | 60.7% |
| Interfund Transfers | 775,259 | 458,122 | 691,729 | 310,882 | 361,711 | -330,018 | -47.7% |
| Operating Revenue | 2,539,431 | 2,230,585 | 2,547,335 | 2,233,606 | 2,843,847 | 296,512 | 11.6% |
| Total Rev - Including Beginning Bal | 3,729,744 | 3,531,049 | 3,584,969 | 3,271,240 | 3,283,368 | -301,601 | -8.4% |
| Personnel Services | 982,442 | 1,049,470 | 1,308,102 | 973,920 | 1,189,537 | -118,565 | -9.1% |
| Materials & Services | 612,273 | 692,656 | 631,291 | 656,698 | 652,422 | 21,131 | -5.8% |
| Cost Allocation Charges | 202,566 | 228,979 | 244,594 | 244,594 | 256,935 | 12,341 | 12.2% |
| Capital Outlay | 631,999 | 522,310 | 831,300 | 956,507 | 931,397 | 100,097 | 78.3% |
| Operating Expenditure | 2,429,280 | 2,493,415 | 3,015,287 | 2,831,719 | 3,030,291 | 15,004 | 21.5% |
| Special Payments | - | - | 50,000 | - | 1,000 | (49,000) | -98.0% |
| Reserve for Future Expenditures | - | - | - | - | - | 0 | 0% |
| Contingency | - | - | 519,682 | - | 252,077 | -267,605 | -51.5% |
| Total Exp - Including Special Categories | 2,429,280 | 2,493,415 | 3,584,969 | 2,831,719 | 3,283,368 | -301,601 | -8.4% |
| General Fund Support (if applicable) | 205,259 | 208,122 | 210,882 | 210,882 | 210,882 | 0 | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 5.64 | 5.64 | 5.64 | 5.64 | 5.74 | 0.10 | 1.8% |
| 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 failing bathrooms and improve ADA access at Barton, Metzler and Feyrer Parks, and replace a failing dock at Hebb Park. In addition, the *County Parks Program* has been able to rehabilitate a fire pond at Barton Park to meet defensible space objectives, complete the demolition of the structurally unsound Dorman Center at Hoodland Park and is currently in process of resurfacing the Carver Boat Ramp parking lot along with replacing the sidewalks and curbing. Completion of the projects has significantly reduced the backlog of deferred capital repair/replace projects estimated in 2012 to be at \$4.8 million dollars.

In FY 20-21, 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.



Assets Forestry

Purpose Statement

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

Performance Narrative

The Forestry Program adopts a budget of \$4,388,938, a continuation of the current funding level. These resources will provide support to County Parks capital projects and operations. In addition, these resources will provide removal of an estimated 30 tons of debris from approximately 50 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 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|----------------------------|--------------------|
| Result | % young stands actively managed annually | NEW | NEW | NEW | NEW | 20% |
| Result | \$ (net) earned from timber sales | NEW | NEW | NEW | NEW | \$280,000 |
| Result | Percentage of reported dumpsites cleaned via Dump Stoppers program | 86% | 100% | 100% | 100% | Discontinued |
| Result | Percentage change in timber growth as measured by Current Volume / Baseline Volume | N/A | 10% | 10% | N/A | Discontinued |
| Result | Number of logging and mill jobs supported from timber harvests on County owned timberlands | N/A | 30 | 301 | 0 | Discontinued |

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding Y

Explain all "Yes" boxes below

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

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

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

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

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



Assets

Forestry

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 2,643,751 | 3,341,393 | 3,431,003 | 3,431,004 | 3,404,207 | (26,796) | -0.8% |
| Prior Year Revenue | 821 | - | - | - | - | - | 0% |
| Federal Grants & Revenues | 80,290 | 41,806 | 102,176 | 97,064 | 87,731 | (14,445) | -14.1% |
| Local Grants & Revenues | - | 44,359 | - | - | - | - | 0% |
| Charges for Service | 2,879 | - | 400 | 400 | 400 | - | 0% |
| Fines & Penalties | 524 | 484 | 350 | 1,600 | 1,500 | 1,150 | 328.6% |
| Other Revenues | 1,889,346 | 1,366,412 | 1,128,000 | 1,155,102 | 850,100 | (277,900) | -24.6% |
| Interfund Transfers | 75,000 | 75,000 | 75,000 | 45,000 | 45,000 | (30,000) | -40.0% |
| Operating Revenue | 2,048,860 | 1,528,061 | 1,305,926 | 1,299,166 | 984,731 | (321,195) | -24.6% |
| Total Rev - Including Beginning Bal | 4,692,611 | 4,869,454 | 4,736,929 | 4,730,170 | 4,388,938 | (347,991) | -7.3% |
| Personnel Services | 458,570 | 492,548 | 568,745 | 550,168 | 533,609 | (35,136) | -6.2% |
| Materials & Services | 249,785 | 829,714 | 609,216 | 666,853 | 217,296 | (391,920) | -64.3% |
| Cost Allocation Charges | 54,685 | 63,600 | 70,942 | 70,942 | 70,020 | (922) | -1.3% |
| Capital Outlay | 268,177 | 52,589 | 776,712 | 38,000 | 865,500 | 88,788 | 11.4% |
| Operating Expenditure | 1,031,217 | 1,438,451 | 2,025,615 | 1,325,963 | 1,686,425 | (339,190) | -16.7% |
| Special Payments | - | - | 10 | - | 1,000 | 990 | 9900.0% |
| Interfund Transfers | 320,000 | - | 280,847 | - | 150,829 | (130,018) | -46.3% |
| Reserve for Future Expenditures | - | - | 2,250,046 | - | 2,442,190 | 192,144 | 8.5% |
| Contingency | - | - | 180,411 | - | 108,494 | (71,917) | -39.9% |
| Total Exp - Including Special Categories | 1,351,217 | 1,438,451 | 4,736,929 | 1,325,963 | 4,388,938 | (347,991) | -7.3% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 2.76 | 3.26 | 3.26 | 3.26 | 2.86 | (0.40) | -12.3% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 2.76 | 3.26 | - | 3.26 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

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 \$45,000 in matching funds to support the Dump Stoppers program.

The *Forestry Program* currently owns and manages 3,200 acres of forestlands. The lands are managed with the goal of having healthy forests that produce timber on a sustainable level, protect natural resources and contribute to jobs in rural communities. 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. When these forestlands are identified and purchased, it will result in increased revenue generation for the *County Parks Program*. 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 20-21 so that staff may focus on other, higher-priority projects and initiatives. In particular, the Forestry Program is evaluating the feasibility of enrolling portions of the County owned forest lands into a voluntary carbon program to help meet climate change goals for carbon sequestration and carbon credit capture.



Property Disposition



Purpose Statement

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

Performance Narrative Statement

The Property Disposition Program proposes a budget of \$2,800,082, a continuation of the current funding level. These resources will result in 20% of properties in the **held for resale** category being returned to the tax roles or repurposed for public benefit. Reaching this target will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|---|--|-----------------|-----------------|-----------------|-------------------------|-----------------|
|  Result | % held for resale foreclosed properties that are repurposed for public benefit or returned to the tax rolls | NEW | NEW | NEW | NEW | 20% |
|  Result | Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory | 20% | (14%) | (10%) | 21% | Discontinued |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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

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



Property Disposition

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 1,695,542 | 1,784,092 | 2,375,037 | 2,707,544 | 2,400,082 | 25,045 | 1.1% |
| Charges for Service | 488,000 | 1,259,001 | 386,961 | 58,773 | 400,000 | 13,039 | 3.4% |
| Operating Revenue | 488,000 | 1,259,001 | 386,961 | 58,773 | 400,000 | 13,039 | 3.4% |
| Total Rev - Including Beginning Bal | 2,183,542 | 3,043,093 | 2,761,998 | 2,766,317 | 2,800,082 | 38,084 | 1.4% |
| Personnel Services | 159,930 | 172,988 | 195,302 | 195,302 | 178,942 | (16,360) | -8.4% |
| Materials & Services | 201,288 | 106,932 | 161,761 | 135,755 | 160,417 | (1,344) | -0.8% |
| Indirect Costs (Internal Dept Chgs) | - | - | - | - | - | - | 0% |
| Cost Allocation Charges | 24,115 | 24,129 | 25,178 | 25,178 | 26,302 | 1,124 | 4.5% |
| Capital Outlay | 14,118 | 31,500 | 360,000 | 10,000 | 610,000 | 250,000 | 69.4% |
| Operating Expenditure | 399,451 | 335,549 | 742,241 | 366,235 | 975,661 | 233,420 | 31.4% |
| Special Payments | - | - | 50,000 | - | 50,000 | - | 0% |
| Interfund Transfers | - | - | 100,000 | - | 100,000 | - | 0% |
| Reserve for Future Expenditures | - | - | 1,708,855 | - | 1,527,463 | (181,392) | -10.6% |
| Contingency | - | - | 160,902 | - | 146,958 | (13,944) | -8.7% |
| Total Exp - Including Special Categories | 399,451 | 335,549 | 2,761,998 | 366,235 | 2,800,082 | 38,084 | 1.4% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 1.20 | 1.40 | 1.40 | 1.40 | 1.20 | (0.20) | -14.3% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 1.20 | 1.40 | - | 1.40 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

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.



Purpose Statement

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

Performance Narrative Statement

The Tax Title Land Program adoptss a budget of \$515,000, a continuation of the current funding level. Resources received from auction proceeds and other property sales provide an administration fee to the Property Disposition Program to reimburse costs related to the management of tax foreclosed properties in Clackamas County. Reimbursing the programs management costs will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | Actual as of (12/31/19) | FY 20-21 Target |
|--------|--|-----------------|-----------------|-----------------|-------------------------|-----------------|
| Result | \$ disbursed to Property Disposition program | NEW | NEW | NEW | NEW | \$400,000 |
| Result | \$ disbursed to taxing entities | NEW | NEW | NEW | NEW | \$50,000 |
| Result | Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory | 20% | (14%) | (10%) | 21% | Discontinued |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation: The *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 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Year End | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|---------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 83,328 | 134,640 | 119,630 | 119,631 | - | (119,630) | -100.0% |
| Miscellaneous Revenue | 16,955 | 41,735 | 15,000 | 15,000 | 15,000 | - | 0% |
| Other Financing Sources | 694,459 | 1,502,257 | 461,961 | 46,912 | 500,000 | 38,039 | 8.2% |
| Operating Revenue | 711,414 | 1,543,992 | 476,961 | 61,912 | 515,000 | 38,039 | 8.0% |
| Total Rev - Including Beginning Bal | 794,742 | 1,678,632 | 596,591 | 181,543 | 515,000 | (81,591) | -13.7% |
| Materials & Services | 488,000 | 1,259,001 | 386,961 | 58,873 | 400,000 | 13,039 | 3.4% |
| Operating Expenditure | 488,000 | 1,259,001 | 386,961 | 58,873 | 400,000 | 13,039 | 3.4% |
| Special Payments | 172,102 | 300,000 | 209,630 | 122,670 | 115,000 | (94,630) | -45.1% |
| Total Exp - Including Special Categories | 660,102 | 1,559,001 | 596,591 | 181,543 | 515,000 | (81,591) | -13.7% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| 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.



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CLACKAMAS
C O U N T Y



General County Administration

Board of County Commissioners

**Jim Bernard - Chair
Sonya Fischer
Ken Humberston
Paul Savas
Martha Schrader**

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

**County Administration
Gary Schmidt – County Administrator**

Website Address: <https://www.clackamas.us/countyadmin>

**Public Services Building
2051 Kaen Road
Oregon City, Oregon 97045
503-655-8581**



County Commission (BCC) & County Administration

Department Mission

The mission of the Board of County Commissioners is to provide governance and policy direction to County Administration and County Departments so the public can experience responsive, effective government.

The mission of County Administration is to provide leadership and support services to the Board of County Commissioners, County Departments and members of the public so they can provide and experience transparent, responsive and effective government.

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| <p>County Commission (BCC) & County Administration</p> <p>Chair Jim Bernard, Commissioners Sonya Fischer, Ken Humberston, Paul Savas & Martha Schrader and Gary Schmidt, County Administrator</p> <p>FTE 18.80</p> <p>Total Adopted \$ 4,357,091</p> <p>General Fund Support \$ 2,099,939</p> |
|--|

| |
|--|
| <p>County Administration</p> <p>Gary Schmidt</p> <p>FTE 13.80</p> <p>Total Adopted \$2,391,191</p> <p>Gen Fund \$ 134,039</p> |
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| <p>Board of County Commissioners</p> <p>Chair Bernard</p> <p>FTE 5.00</p> <p>Total Adopted \$1,965,900</p> <p>Gen Fund \$ 1,965,900</p> |
|--|

| |
|---|
| <p>Performance Clackamas</p> <p>FTE 1</p> <p>Total Adopted \$158,646</p> <p>Gen Fund \$ 15,846</p> |
|---|

| |
|--|
| <p>Board of County Commissioners</p> <p>Chair Bernard</p> <p>FTE 5.00</p> <p>Total Adopted \$1,965,900</p> <p>Gen Fund \$ 1,965,900</p> |
|--|

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| <p>Office of the County Administrator</p> <p>FTE 10.80</p> <p>Total Adopted \$1,782,792</p> <p>Gen Fund \$ 59,096</p> |
|--|

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|--|
| <p>Equity, Diversity, & Inclusion</p> <p>FTE 2</p> <p>Total Adopted \$449,752</p> <p>Gen Fund \$ 59,096</p> |
|--|



County Commission (BCC) & County Administration

Department Budget Summary by Fund

| Line of Business | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 |
|------------------------------------|----------|--------------|----------------------|---|
| Program | FTE | General Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| County Administration | | | | |
| Performance Clackamas | 1.00 | 158,646 | 158,646 | 15,846 |
| Office of the County Administrator | 10.80 | 1,782,792 | 1,782,792 | 59,096 |
| Equity, Diversity & Inclusion | 2.00 | 449,752 | 449,752 | 59,096 |
| Board of County Commissioners | | | | |
| Board of County Commissioners | 5.00 | 1,965,900 | 1,965,900 | 1,965,900 |
| TOTAL | 18.80 | 4,357,091 | 4,357,091 | 2,099,939 |
| FY 19-20 Budget | 18.42 | 4,517,376 | 4,517,376 | 2,403,025 |
| \$ Increase (Decrease) | 0.38 | -160,285 | -160,285 | -303,086 |
| % Increase (Decrease) | 2.06% | -3.55% | -3.55% | -12.61% |

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



County Administration
Performance Clackamas

Purpose Statement

The purpose of the Performance Clackamas program is to provide strategic performance management and support services to the Board of County Commissioners and County Departments so they can achieve the strategic goals of the Board of County Commissioners and County Department strategic business plans.

Performance Narrative Statement

The Performance Clackamas program has a adopted budget for FY 20-21 of \$158,646. This is a slight reduction from the FY 19-20 budget due to the change of FTE. County Administration has updated the Performance Clackamas Strategic Plan with new key performance measures shown below.

Key Performance Measures

| | | FY 17-18 Actuals | FY 18-19 Actuals | FY 19-20 Targets | FY 19-20 Actuals as of 12/31/2019 | FY 20-21 Targets |
|--------|--|---------------------|---------------------|---------------------|--|---------------------|
| Result | % Department performance measures that have current data reported in the dashboard | New measure. | | | | 90% |
| Result | % Departments that have current analysis narratives for strategic key results ready to review with the County Administrator at quarterly check-ins | New measure. | | | | 90% |
| Result | By 2022, 100% of the County Budget will be tied to measurable results and outcomes | No data. | | | | 75% |
| Result | By 2024, 75% of Clackamas County's Strategic Results will be achieved, including annual targets in the Strategic Plan | No data. | | | | 50% |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N



County Administration Performance Clackamas

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg. from Prior Yr. Budget | % Chg. from Prior Yr. Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|----------------------------------|------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | 151,740 | 150,567 | 153,214 | 153,214 | - | (153,214) | -100.0% |
| Interfund Transfers | - | - | - | - | 142,800 | 142,800 | 0% |
| Operating Revenue | 151,740 | 150,567 | 153,214 | 153,214 | 142,800 | (10,414) | -6.8% |
| Total Rev - Including Beginning Bal | 151,740 | 150,567 | 153,214 | 153,214 | 142,800 | (10,414) | -6.8% |
| Personnel Services | 139,587 | 161,466 | 168,715 | 150,559 | 144,209 | (24,506) | -14.5% |
| Materials & Services | 5,496 | 6,958 | 6,085 | 5,029 | 6,637 | 552 | 9.1% |
| Cost Allocation Charges | 8,793 | 8,095 | 8,701 | 8,701 | 7,800 | 901 | -10.4% |
| Operating Expenditure | 153,876 | 176,519 | 183,502 | 164,289 | 158,646 | (24,855) | -13.5% |
| Total Exp - Including Special Categories | 153,876 | 176,519 | 183,502 | 164,289 | 158,646 | (24,855) | -13.5% |
| General Fund Support (if applicable) | 2,136 | 25,951 | 30,288 | 11,075 | 15,846 | 4,771 | -47.7% |
| Full Time Equiv Pos (FTE) Budgeted | 1.25 | 1.25 | 1.25 | 1.25 | 1.00 | (0.25) | -20.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 1.25 | 1.25 | - | 0.25 | - | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | | | - | 1.00 | - | | |

Significant Issues and Changes

BCC-directed departments will be tracking performance information in Clearpoint Strategies, our performance dashboard software. In tracking whether strategic results were "on target," we calculated those where progress could reasonably be determined at this point. We have changed the FTE for this program from 1.25 to 1 and transferred one FTE from Technology Services to County Administration. This is due to the newly updated County Administration Strategic Plan.



County Administration
Office of the County Administrator

Purpose Statement

The purpose of the Office of the County Administrator program is to provide leadership, representation and administrative support services to the Board, individual Commissioners, County Departments, and the public so they can deliver and experience responsive, professional and effective government.

Performance Narrative Statement

The Office of the County Administrator Program has a adopted budget of \$1,782,792 for FY 2020-21. This increase is due to the change from 5 FTE to 10 FTE. This office has recently updated the County Administration Performance Clackamas Strategic Plan which merged 5 programs into 3. This budget will allow the program to continue to provide leadership, communications, representation, and administrative support to the Office of the County Administrator to enable expeditious and well-informed decisions. High performance on key program results demonstrates strong alignment of office staff with their roles and responsibilities. The new key performance measures are listed below.

Key Performance Measures

| | | FY 17-18 Actuals | FY 18-19 Actuals | FY 19-20 Targets | FY 19-20 Actuals as of 12/31/2019 | FY 20-21 Targets |
|--------|---|---------------------|---------------------|---------------------|--|---------------------|
| Result | By 2020 90% of BCC Members agree they receive timely strategic counsel from Departments | No data. | | 75% | | 90% |
| Result | By 2020 BCC Members agree that 90% of departments are responsive to their requests for information in a timely manner. | No data. | | 75% | | 90% |
| Result | By 2020 90% of County Administration staff will understand their roles, act as one team and hold each other accountable for the quality of customer service provided. | No data. | | 75% | | 90% |
| Result | By 2022 100% of reserve and contingency funds for general fund supported programs will reside at the County level | New measure. | | | | 50% |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation of mandated services:

The role of the County Administrator is outlined in the County Code and includes signing authority for grants, contracts, and personnel actions as well as overseeing the day to day functioning of County departments and offices. The Administrator serves as the District Administrator for any districts governed by the Board of County Commissioners. This program is mandated to provide Board meeting and event notices, maintenance of Board records, and preparation of all materials – including resolutions, ordinances, board orders, and proclamations – for the Board to perform its decision making functions.



County Administration
Office of the County Administrator

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 2020-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|---------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | 1,638,790 | 1,626,124 | 1,654,709 | 1,654,709 | 1,723,696 | 68,987 | 4.2% |
| Miscellaneous Revenue | - | 16 | - | - | - | - | 0% |
| Operating Revenue | 1,638,790 | 1,626,140 | 1,654,709 | 1,654,709 | 1,723,696 | 68,987 | 4.2% |
| Total Rev - Including Beginning Bal | 1,638,790 | 1,626,140 | 1,654,709 | 1,654,709 | 1,723,696 | 68,987 | |
| Personnel Services | 1,507,542 | 1,743,838 | 1,822,125 | 1,626,039 | 1,753,917 | 127,878 | -3.7% |
| Materials & Services | 59,355 | 75,143 | 65,723 | 54,308 | 13,275 | (41,033) | -79.8% |
| Cost Allocation Charges | 94,959 | 87,427 | 93,971 | 93,971 | 15,600 | (78,371) | -83.4% |
| Operating Expenditure | 1,661,856 | 1,906,407 | 1,981,819 | 1,774,319 | 1,782,792 | 8,474 | -10.0% |
| Total Exp - Including Special Categories | 1,661,856 | 1,906,407 | 1,981,819 | 1,774,319 | 1,782,792 | 8,474 | -10.0% |
| General Fund Support (if applicable) | 23,066 | 280,268 | 327,109 | 119,609 | 59,096 | (60,513) | -81.9% |
| Full Time Equiv Pos (FTE) Budgeted | 9.30 | 11.00 | 11.00 | 11.00 | 10.80 | (0.20) | -1.8% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 9.30 | 11.00 | | 8.40 | - | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | 2.60 | - | - | |

Significant Issues and Changes

This office has recently updated the County Administration Performance Clackamas Strategic Plan which merged 5 programs into 3 programs. We have restructured the County Administration program, resulting in an increase in the FTE associated with this program, to better reflect actual personnel devoted to this program. For prior years, we have combined the prior Customer Service program FTE and financials with the County Administration MFR program to better reflect the true combined program.



County Administration
Equity, Diversity & Inclusion

Purpose Statement

The purpose of the Equity, Diversity and Inclusion program is to provide equitable access, planning, facilitation, representation, consultation and relationship services to County employees and the public so they can experience equitable access and enjoy a welcoming and inclusive place to live, work and do business.

Performance Narrative Statement

The Equity, Diversity & Inclusion Program has a adopted budget of \$449,752 for FY 2020-21. This increase is due to the change from 1.25 FTE to 2 FTE and a special line item specifically used for Equity, Diversity & Inclusion activities. Equity is the principle commitment to ensure the absence of visible and invisible barriers to fairness in representation, opportunity, and access. Therefore, the purpose of the Equity, Diversity and Inclusion (EDI) Program is to provide equitable access, workforce character, civil rights compliance, core values, and customer rights services to County employees and the public so they can experience a welcoming and inclusive community in which to live, work, and do business. The programmatic commitment to Equal Employment Opportunity, Title II, and Title VI ensures the County has access and opportunity to secure federal assistance and grants. Integration of EDI, civil rights, and workforce character establishes the County as a forward thinking, organizing, and results oriented public sector employer and provider. EDI has updated the Performance Clackamas Strategic Plan with new key performance measures shown below.

Key Performance Measures

| | | FY 17-18 Actuals | FY 18-19 Actuals | FY 19-20 Targets | FY 19-20 Actuals as of 12/31/2019 | FY 20-21 Targets |
|--------|---|---------------------|---------------------|---------------------|--|---------------------|
| Result | By 2020, 100% of appointed Departments will establish performance measures and set targets for providing equitable access to services for diverse populations (equitable service delivery plans). | No data. | | 75% | Annual measure - no data. | 100% |
| Result | By 2022, 80% of county employees will participate in an Equity, Diversity and/or Inclusion training. | New measure. | | | Annual measure - no data. | 50% |
| Result | By 2022, 75% of EDI events in the region will have a Clackamas County presence. | New measure. | | | | 50% |
| Result | By 2024, the demographics of County staff will reflect the demographics of the communities we serve. | New measure. | | | | 50% |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation of mandated services:

County Title II (Americans with Disabilities Act) and Title VI (Civil Rights Act) compliance; Equal and Employment opportunities Plans and activities. The asterisk denotes that data was not collected because we are not doing Affirmative Action as part of the program.



County Administration
Equity, Diversity & Inclusion

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 18-19 Projected Year End | FY 2020-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|---------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | 303,480 | 301,134 | 306,428 | 306,428 | 390,656 | 84,228 | 27.5% |
| Miscellaneous Revenue | - | 3 | - | - | - | - | 0% |
| Operating Revenue | 303,480 | 301,137 | 306,428 | 306,428 | 390,656 | 84,228 | 27.5% |
| Total Rev - Including Beginning Bal | 303,480 | 301,137 | 306,428 | 306,428 | 390,656 | 84,228 | 27.5% |
| Personnel Services | 279,174 | 322,933 | 337,431 | 301,118 | 258,828 | (78,603) | -23.3% |
| Materials & Services | 30,935 | 58,112 | 47,171 | 45,057 | 106,685 | 59,514 | 126.2% |
| Cost Allocation Charges | 17,585 | 16,190 | 17,402 | 17,402 | 84,240 | 66,838 | 384.1% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 327,694 | 397,235 | 402,003 | 363,578 | 449,752 | 47,749 | 11.9% |
| Total Exp - Including Special Categories | 327,694 | 397,235 | 402,003 | 363,578 | 449,752 | 47,749 | 11.9% |
| General Fund Support (if applicable) | 24,214 | 96,098 | 95,576 | 57,150 | 59,096 | (36,479) | -38.2% |
| Full Time Equiv Pos (FTE) Budgeted | 1.25 | 1.25 | 1.25 | 1.25 | 2.00 | 0.75 | 60.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 1.25 | 1.25 | - | 0.25 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | 1.00 | - | - | - |

Significant Issues and Changes

The total budget of \$449,752 includes a special line item specifically used for Equity, Diversity & Inclusion activities. We have changed the FTE for this program from 1.25 to 2 to better reflect actual personnel devoted to this program. This program will include a new EDI Coordinator and a EDI Officer. These positions will be in place before this Budget is adopted.



County Commissioners (BCC)
Board of County Commissioners

Purpose Statement

The Mission of the Board of County Commissioners is to provide governance and policy direction to County Administration and County Departments so the public can experience responsive, effective government.

Performance Narrative Statement

The Board of County Commissioners Program adopted a budget of \$1,965,900 for FY 2020-21. This represents a continuation of current service level. This budget will allow the program to continue to provide leadership and policy direction for Clackamas County government to ensure essential, efficient, and cost effective services for County residents, visitors and communities. Performance of this Program is embodied in the key measure of the percentage of Strategic Results in the County Strategic Plan that are achieved or on target annually; the Program is on target to achieve 100% in FY 2020-21.

Key Performance Measures

| | | FY 17-18 Actuals | FY 18-19 Actuals | FY 19-20 Targets | FY 19-20 Actuals as of 12/31/2019 | FY 20-21 Targets |
|--------|--|---------------------|---------------------|---------------------|--|---------------------|
| Result | % of Strategic Results in the Proposed County Strategic Plan achieved or annual on target (Target: 100% by 2020) | No data. | 85% | 90% | | 100% |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explanation of mandated services:

As the governing body of Clackamas County, the Board is required to adopt an annual budget; approve contracts, IGAs, and grants; and issue Emergency Declarations among other activities.



County Commissioners (BCC)
Board of County Commissioners

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 2019-20 Projected Year End | FY 2020-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-------------------------------------|---------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Miscellaneous Revenue | 106 | 52 | - | - | - | - | 0% |
| Operating Revenue | 106 | 52 | - | - | - | - | |
| Total Rev - Including Beginning Bal | 106 | 52 | - | - | - | - | 0.0% |
| Personnel Services | 728,401 | 780,673 | 836,845 | 836,845 | 854,055 | 17,210 | 2.0% |
| Materials & Services | 189,291 | 232,632 | 197,843 | 194,633 | 184,624 | (13,219) | -5.4% |
| Cost Allocation Charges | 898,163 | 889,288 | 915,364 | 915,364 | 927,221 | 11,857 | 1.3% |
| Capital Outlay | | | | | | | 0% |
| Operating Expenditure | 1,815,855 | 1,902,593 | 1,950,052 | 1,946,842 | 1,965,900 | 15,848 | 1.0% |
| Total Exp - Including Special Categories | 1,815,855 | 1,902,593 | 1,950,052 | 1,946,842 | 1,965,900 | 15,848 | 1.0% |
| General Fund Support (if applicable) | 1,815,749 | 1,902,541 | 1,950,052 | 1,946,842 | 1,965,900 | 15,848 | 1.0% |
| Full Time Equiv Pos (FTE) Budgeted | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | - | 0.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.00 | 5.00 | - | 5.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | | | |

Significant Issues and Changes

The Board of County Commissioners has only one line of business in the Performance Clackamas format. Materials & Services decrease is due to reduction in the Board's travel budget. The increase of Personnel Services is due to the annual fringe benefits.



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CLACKAMAS
C O U N T Y



County Counsel

Stephen L Madkour, County Counsel

**2051 Kaen Road
Oregon City, Oregon 97045
503-655-8362**

Website Address: <https://www.clackamas.us/counsel>



Office of County Counsel

Department Mission

The Mission of the Office of County Counsel is to provide comprehensive legal services easily accessible to Clackamas County (and its special districts) through its elected officials and departments so that they can effectively implement their policy objectives, achieve success for their operations, and minimize risk and adverse results.

| |
|--|
| County Counsel Stephen L. Madkour, County Counsel FTE 12.75 Total Adopted \$3,031,453 General Fund Support \$2,059,453 |
|--|

| |
|--|
| County Operations Legal Support Stephen Madkour - Mgr FTE 3.75 Total Adopted \$867,670 Gen Fund \$ 576,670 |
|--|

| |
|--|
| Litigation & Labor Stephen Madkour - Mgr FTE 7.0 Total Adopted \$1,672,025 Gen Fund \$ 992,025 |
|--|

| |
|--|
| Office of the County Counsel Stephen Madkour - Mgr FTE 2.0 Total Adopted \$491,758 Gen Fund \$ 490,758 |
|--|

| |
|---|
| Advisory, Transactional & Regulatory Program Stephen Madkour - Mgr FTE 3.75 Total Adopted \$867,670 Gen Fund \$ 576,670 |
|---|

| |
|--|
| Litigation, Labor & Employment Program Stephen Madkour - Mgr FTE 7.0 Total Adopted \$1,672,025 Gen Fund \$ 992,025 |
|--|

| |
|--|
| Office of the County Counsel Program Stephen Madkour - Mgr FTE 2.0 Total Adopted \$491,758 Gen Fund \$ 490,758 |
|--|



County Counsel Department

Department Budget Summary by Fund

| <i>Line of Business</i> | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 |
|--------------------------------------|--------------|------------------|----------------------|---|
| <i>Program</i> | FTE | General Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| County Operations Legal Support | | | | |
| Advisory, Transactional & Regulatory | 3.75 | 867,670 | 867,670 | 576,670 |
| Litigation and Labor | | | | |
| Litigation, Labor & Employment | 7.00 | 1,672,025 | 1,672,025 | 992,025 |
| Office of the County Counsel | | | | |
| Office of the County Counsel | 2.00 | 491,758 | 491,758 | 490,758 |
| TOTAL | 12.75 | 3,031,453 | 3,031,453 | 2,059,453 |
| FY 19-20 Budget | 12.75 | 2,941,273 | 2,941,273 | 1,976,273 |
| \$ Increase (Decrease) | 0.00 | 90,180 | 90,180 | 83,180 |
| % Increase (Decrease) | 0.00% | 3.07% | 3.07% | 4.21% |

** *General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants*



County Operations Legal Support

Advisory, Transactional & Regulatory Program

Purpose Statement

The purpose of the Advisory, Transactional and Regulatory Program is to provide easy-to-access, easy-to-understand advisory, regulatory and transactional services to the County, its elected officials, departments and special districts so they can make well-advised, timely, legally informed decisions, and keep the delivery of services to the public moving.

Performance Narrative

This program has three main roles:

1. **Advisory:** Provide advice, consultation, and training services to the County, and its elected officials, departments and special districts so they can make legally informed decisions and deliver services to their customers.
2. **Regulatory:** Provide research, consultation, strategy, negotiation, technical, regulatory, implantation compliance, and enforcement services to the County, and its elected officials, departments and special districts, so they can implement their technical goals and objectives and conduct their operations in a manner that comports with local, state, and federal regulations and laws.
3. **Transactional:** Provide strategic drafting, review, and negotiation services for contracts, memorandums of understanding (“MOU”), partnerships, and Intergovernmental Agreements (“IGA”) to the County, and its elected officials, departments and special districts so they can make well-advised, timely, legally informed decisions, manage and minimize risk, and keep the delivery of services to the public moving.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % Contracts reviewed by County Council that meet the County's risk management and contract procurement standards and protect the County in the event of a breach, to be reviewed within 14 days of receipt | 80% | 100% | 100% | 99% | 100% |
| Result | % Land use decisions consistent with County Counsel's recommended positions | 100% | NEW | NEW | 100% | 100% |
| Output | # of Hours Spent on Review of Contracts/IGAs/MOUs ² | 1456 | NEW | NEW | 660 | 1200 |
| Output | # of Contracts/IGAs/MOUs Reviewed by Counsel ² | 900 | NEW | NEW | 368 | 900 |
| Result | % Formal client inquires provided a response within 7 working days ¹ | 80% | 100% | 100% | Discontinue | Discontinue |

¹ Counsel completed a Periodic Plan Review in FY 2018. This measure was removed from the plan because it is not easily measurable.

² Counsel completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Local Government & Other Agencies | | 79 | | | | | |
| Charges for Service | - | 371,816 | 288,000 | 382,720 | 291,000 | 3,000 | 1.0% |
| Operating Revenue | - | 371,895 | 288,000 | 382,720 | 291,000 | 3,000 | 1.0% |
| Total Rev - Including Beginning Bal | - | 371,895 | 288,000 | 382,720 | 291,000 | 3,000 | 1.8% |
| Personnel Services | - | 617,268 | 701,479 | 738,384 | 750,830 | 49,351 | 7.0% |
| Materials & Services | - | 41,615 | 62,326 | 52,722 | 62,255 | (71) | -0.1% |
| Cost Allocation Charges | - | 44,363 | 47,928 | 47,927 | 54,585 | 6,657 | 13.9% |
| Operating Expenditure | - | 703,246 | 811,733 | 839,033 | 867,670 | 55,937 | 6.9% |
| Total Exp - Including Special Categories | - | 703,246 | 811,733 | 839,033 | 867,670 | 55,937 | 6.9% |
| General Fund Support (if applicable) | 0 | 331,351 | 523,733 | 456,313 | 576,670 | 52,937 | 10.1% |
| Full Time Equiv Pos (FTE) Budgeted | - | 3.75 | 3.75 | 3.75 | 3.75 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 3.75 | - | 3.75 | - | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | | |

Significant Issues and Changes

\$3,000 in personnel services added for an intern.



Litigation, Labor & Employment Program

Purpose Statement

The purpose of the Litigation, Labor & Employment Program is to provide pleadings, court appearance, negotiation, representation, and comprehensive legal services to the County, elected officials and employees when named in their official capacities, departments, and special districts so that they can be represented in all lawsuits and settle cases when appropriate.

Performance Narrative

This program has two main roles:

1. Litigation: Provide pleadings, court appearances, negotiation, representation, and comprehensive legal services to the County, elected officials and employees when named in their official capacities, departments, and special districts so that they can be represented in all lawsuits and settle cases when appropriate.
2. Labor and employment: Provide consultation, advice, representation, and negotiation services to elected officials, departments, and special districts so that they appropriately administer and negotiate agreements consistent with labor and employment laws, regulations, ordinances, and County codes and policies.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|--|--------------------|
| Result | % Grievance arbitrations found in the County's favor | - | - | NEW | 100% | 100% |
| Result | % of cases won as defined by payments made which are less than 50% of the amount sought | 100% | 100% | NEW | 100% | 100% |
| Output | # of tort claims and accident reports reviewed ² | 112 | 112 | NEW | 62 | 75 |
| Result | % Involuntary employment terminations and separations that result in a lawsuit or arbitration ¹ | 25% | 25% | 50% | Under Dev. | Under Dev. |
| Result | % Cases dismissed by the Court or dropped by complainants ¹ | 50% | 50% | 50% | Under Dev. | Under Dev. |

¹ Counsel completed a Periodic Plan Review in FY 2018. These measures are under development.

² Counsel completed a Periodic Plan Review in FY 2018. This measure was added to the plan.

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0.0% |
| Local Grants & Revenues | - | 555 | 1,000 | 1,000 | 1,000 | - | 0% |
| Charges for Service | - | 561,761 | 675,000 | 480,780 | 679,000 | 4,000 | 0.6% |
| Operating Revenue | - | 562,316 | 676,000 | 481,780 | 680,000 | 4,000 | 0.0% |
| Total Rev - Including Beginning Bal | - | 562,316 | 676,000 | 481,780 | 680,000 | 4,000 | 0.0% |
| Personnel Services | - | 1,388,001 | 1,423,873 | 1,364,767 | 1,467,552 | 43,679 | 3.1% |
| Materials & Services | - | 117,314 | 124,651 | 105,443 | 108,945 | (15,706) | -12.6% |
| Cost Allocation Charges | - | 89,739 | 101,595 | 101,600 | 95,528 | (6,067) | -6.0% |
| Operating Expenditure | - | 1,595,054 | 1,650,119 | 1,571,810 | 1,672,025 | 21,906 | 1.3% |
| Total Exp - Including Special Categories | - | 1,595,054 | 1,650,119 | 1,571,810 | 1,672,025 | 21,906 | 1.3% |
| General Fund Support (if applicable) | - | 1,032,738 | 974,119 | 1,090,030 | 992,025 | 17,906 | 1.8% |
| Full Time Equiv Pos (FTE) Budgeted | - | 7.00 | 7.00 | 7.00 | 7.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 7.00 | - | 7.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

Significant Issues and Changes

NA



Office of the County Counsel

Office of County Counsel Program

Purpose Statement




The purpose of the Office of the County Counsel is to provide leadership, oversight and legal consultation services to Clackamas County (and its special districts) through its elected officials and departments so that they can effectively implement their policy objectives, achieve success for County operations, and minimize risk and adverse results for the County.

Performance Narrative

This program's services include the following:

- Board and Elected Official Consultations
- Board Briefings
- Client Department Consultations
- County Administration Consultations
- County Counsel Policies
- Performance Reports
- Policy Recommendations
- Public Presentations
- Special District Consultations
- Staff Evaluations

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|---|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
|  Result | % Annual staff evaluations completed ² | 93% | 93% | NEW | 100% | 100% |
|  Output | # of presentations and trainings provided to employees and the public ² | 5 | 5 | NEW | 11 | 7 |
|  Result | % contested issues settled through negotiation, IGA's and other means not involving litigation or appeals ¹ | 75% | 75% | 75% | Discontinue | Discontinue |

¹ Counsel completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

² Counsel completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | - | 1,353 | 1,000 | 1,000 | 1,000 | - | 0% |
| Operating Revenue | - | 1,353 | 1,000 | 1,000 | 1,000 | - | 0% |
| Total Rev - Including Beginning Bal | - | 1,353 | 1,000 | 1,000 | 1,000 | - | 0% |
| Personnel Services | - | 370,274 | 414,779 | 371,762 | 433,362 | 18,583 | 4.5% |
| Materials & Services | - | 23,823 | 35,614 | 30,126 | 31,114 | (4,500) | -12.6% |
| Cost Allocation Charges | - | 24,338 | 29,028 | 29,023 | 27,282 | (1,746) | -6.0% |
| Operating Expenditure | - | 418,435 | 479,421 | 430,911 | 491,758 | 12,337 | 2.6% |
| Total Exp - Including Special Categories | - | 418,435 | 479,421 | 430,911 | 491,758 | 12,337 | 2.6% |
| General Fund Support (if applicable) | - | 417,082 | 478,421 | 429,911 | 490,758 | 12,337 | 2.6% |
| Full Time Equiv Pos (FTE) Budgeted | - | 2.00 | 2.00 | 2.00 | 2.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 2.00 | - | 2.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

Significant Issues and Changes

NA



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CLACKAMAS
C O U N T Y



Assessor

Tami Little, County Assessor

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

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



Department of Assessment & Taxation

Department Mission

The Mission of the Assessment & Taxation Department is to provide administration of the State property tax laws, including Appraisal, Assessment, Tax Collection and Mapping services to property taxpayers, county residents and taxing districts so they can have confidence in the tax system, districts are funded to deliver their services, and all stakeholders receive the highest quality customer experience.

| | |
|--|--|
| Department of Assessment & Taxation | |
| T. Little, County Assessor FTE 60 | |
| Total Adopted \$ 8,800,510 | |
| General Fund Support \$ 6,533,860 | |

| | | | |
|--|---|---|--|
| Administration T. Little Total Adopted \$359,000 <hr/> Gen Fund \$ 313,167 | Valuation L. Longfellow Total Adopted \$4,657,058 <hr/> Gen Fund \$ 3,219,558 | Tax Revenue B. Rueda Total Adopted \$1,654,153 <hr/> Gen Fund \$ 1,290,611 | Property Records B. Rueda Total Adopted \$2,130,299 <hr/> Gen Fund \$ 1,710,524 |
| Office of the Assessor T. Little FTE 2.0 Total Adopted \$359,000 <hr/> Gen Fund \$ 313,167 | Property Valuation J. Bonnet FTE 15.5 Total Adopted \$2,505,592 <hr/> Gen Fund \$ 2,150,384 | Tax Certification, Collections & Distribution M. Coy FTE 11.5 Total Adopted \$1,654,153 <hr/> Gen Fund \$ 1,290,611 | Property Records & Customer Service M. Nava FTE 16.5 Total Adopted \$2,130,299 <hr/> Gen Fund \$ 1,710,524 |
| Value Adjustment T. Cooper FTE 14.5 Total Adopted \$2,151,466 <hr/> Gen Fund \$ 1,069,174 | | | |



Department of Assessment & Taxation

Department Budget Summary by Fund

| <i>Line of Business</i> | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 |
|--|--------------|------------------|----------------------|---|
| <i>Program</i> | FTE | General Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Administration | | | | |
| Office of the Assessor | 2.00 | 359,000 | 359,000 | 313,167 |
| | | | - | |
| Valuation | | | | |
| Property Valuation | 15.50 | 2,505,592 | 2,505,592 | 2,150,384 |
| Value Adjustment | 14.50 | 2,151,466 | 2,151,466 | 1,069,174 |
| | | | - | |
| Tax Revenue | | | | |
| Tax Certification, Collection & Distribution | 11.50 | 1,654,153 | 1,654,153 | 1,290,611 |
| | | | - | |
| Property Records | | | | |
| Property Records & Customer Service | 16.50 | 2,130,299 | 2,130,299 | 1,710,524 |
| | | | - | |
| TOTAL | 60.00 | 8,800,510 | 8,800,510 | 6,533,860 |
| FY 19-20 Budget | 60.00 | 8,952,543 | 8,952,543 | 6,687,543 |
| \$ Increase (Decrease) | 0.00 | -152,033 | -152,033 | -153,683 |
| % Increase (Decrease) | 0.00% | -1.70% | -1.70% | -2.30% |

** *General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants*



Administration Line of Business

Office of the Assessor Program

Purpose Statement

The purpose of the Administration Line of Business is to provide leadership, strategic planning, decision making, and education, to maintain and foster a positive, productive, and respectful organizational culture, and to focus on delivering excellent customer service, to the public, property owners, Board of County Commissioners, County Departments, taxing districts and other agencies, so they can receive a high quality customer experience.

Performance Narrative Statement

The Assessor's Office shares the commitment with the County Board of Commissioner's to achieve positive results for our customers through an enterprise-wide commitment to accountability, transparency, and credibility designed to build trust through good government. The Clackamas County Assessor's office has a long standing commitment to providing excellent customer service. We work to accomplish this through outstanding public service daily by our staff in the office, the field and on the phones. We are responsive to the needs of taxpayers, citizens, and taxing districts. We conduct outreach to the public and business community in the form of town hall meetings, training opportunities, public service videos, and online information. Annual legislative sessions bring changes to the requirements of Oregon's property tax system and are a continual challenge to helping Oregonians understand our tax system and for us to effectively administer it. We remain diligent in our efforts to maintain a well-qualified, competent, and adequately staffed organization that has clear goals and direction for meeting their performance objectives. We have completed 10 recruitments since July 1, 2019, which represents 17% of our 60 FTE were replaced and trained in this current FY. The Assessor remains committed to discovering future opportunities to collaborate with other departments and jurisdictions to provide more effective and efficient services. Our aerial imagery project is a good example of sharing resources which helps build public trust by cost sharing.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Projected Performance | FY 20-21 Target |
|------------|---|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | Department will operate within 95% of its annual adopted budget | 95% | 95% | 95% | 95% | 95% |
| Result | Development of an employee succession plan by 2016 | 100% | 50% | 75% | 90% | 95% |
| Efficiency | Total cost per account | \$43 | \$44 | \$48 | \$46 | \$49 |
| Efficiency | Tax revenue generated per \$ of budgeted expenditure | \$109 | \$108 | \$111 | \$112 | \$109 |

Program includes:

- Mandated Services Yes
- Shared Services Yes
- Grant Funding Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

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

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

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

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



Administration Line of Business

Office of the Assessor Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| State Grants & Revenues | - | 40,336 | 47,458 | 46,268 | 45,833 | (1,625) | -3.4% |
| Operating Revenue | - | 40,336 | 47,458 | 46,268 | 45,833 | (1,625) | -3.4% |
| Total Rev - Including Beginning Bal | - | 40,336 | 47,458 | 46,268 | 45,833 | (1,625) | -3.4% |
| Personnel Services | - | 175,093 | 300,896 | 383,214 | 308,018 | 7,122 | 2.4% |
| Materials & Services | - | 27,726 | 18,198 | 27,867 | 24,660 | 6,462 | 35.5% |
| Cost Allocation Charges | - | 25,264 | 28,129 | 28,129 | 26,322 | (1,807) | -6.4% |
| Operating Expenditure | - | 228,083 | 347,223 | 439,210 | 359,000 | 11,777 | 3.4% |
| Total Exp - Including Special Categories | - | 228,083 | 347,223 | 439,210 | 359,000 | 11,777 | 3.4% |
| General Fund Support (if applicable) | - | 187,747 | 299,765 | 392,942 | 313,167 | 13,402 | 4.5% |
| Full Time Equiv Pos (FTE) Budgeted | - | 2.00 | 2.00 | 2.00 | 2.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 2.00 | - | 2.00 | - | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | |

Significant Issues and Changes



Valuation Line of Business Property Valuation Program

Purpose Statement

The purpose of the Annual Property Valuation Program is to provide appraisal, statistical, analytical and reporting services to property owners and taxpayers so they can have confidence that Clackamas County properties are valued at 100% of real market value.

Performance Narrative Statement

Our business efficiencies in Valuation continue to evolve offering more transparency and delivering more integrated and better services designed to build public trust that will result in the best allocation of resources. Our appraisers primarily complete field work, make and review value decisions and assist the public on valuation issues. Real estate sales activity, new construction and other exception events continue to show significant increases. Updates and enhancements to our automated appraisal database allow us to monitor our appraisal activity in real time and increase the efficiency of our business practices. Resource limitations and increased real estate activity continue to impact our ability to direct additional resources to convert offline records for commercial, industrial, and multi-family properties into our mass appraisal database. This data conversion would allow us to build income property valuation models to enable valuation and recalculation of these types of properties within our system. This remains a strategic goal and we have allocated a .75 FTE to continue moving this project forward. The Property Valuation Program did get an additional FTE for an additional Senior Appraiser position and this has been approved for the 2020-21 year. This Senior Appraiser is dedicated to the integration of our newly purchased aerial imagery, GIS mapping data, and our Computer Assisted Mass Appraisal (CAMA) system. This will allow us to enhance and improve efficiencies on how we perform our annual Ratio Study in order to ensure that all property is valued at 100% of real market value as required by statute. This GIS/CAMA integration will also be used to enhance valuations, reduce the need for physical inspections, improve the quality of our inventory, which aligns with the strategic goal of building public trust and so that taxpayers can have confidence in the property tax system. It will also be utilized in reappraisal a demand that remains high and mostly unmet. This additional position has more than paid for itself. Excluding new construction, 152,381 or 93% of real property accounts have not been physically reappraised within the last 6 years. This integration and lead position will continue address this unmet demand.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Projected Performance | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | 98% of neighborhood market areas valued at 100% of real market value and consistent with statutory requirement | 98% | 97% | 98% | 98% | 98% |
| Output | # of new construction/property change appraisals completed | 8,104 | 8,032 | 7,639 | 9,851 | 11,000 |
| Demand | # of real properties not physically re-appraised in the past six years | 157,696 | 153,463 | 152,000 | 152,381 | 145,000 |

Program includes:

- Mandated Services Yes
- Shared Services Yes
- Grant Funding Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

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

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

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

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



Valuation Line of Business

Property Valuation Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| State Grants & Revenues | - | 336,137 | 344,068 | 358,576 | 355,208 | 11,140 | 3.2% |
| Other Revenues | - | 1,203 | - | - | - | - | 0% |
| Operating Revenue | - | 337,340 | 344,068 | 358,576 | 355,208 | 11,140 | 3.2% |
| Total Rev - Including Beginning Bal | - | 337,340 | 344,068 | 358,576 | 355,208 | 11,140 | 3.2% |
| Personnel Services | - | 1,676,242 | 1,805,971 | 1,858,105 | 1,905,299 | 99,328 | 5.5% |
| Materials & Services | - | 261,115 | 288,649 | 266,461 | 273,354 | (15,295) | -5.3% |
| Cost Allocation Charges | - | 195,759 | 203,918 | 203,918 | 203,992 | 74 | 0.0% |
| Capital Outlay | - | 122,947 | 122,947 | 122,947 | 122,947 | - | 0% |
| Operating Expenditure | - | 2,256,063 | 2,421,485 | 2,451,431 | 2,505,592 | 84,107 | 3.5% |
| Total Exp - Including Special Categories | - | 2,256,063 | 2,421,485 | 2,451,431 | 2,505,592 | 84,107 | 3.5% |
| General Fund Support (if applicable) | - | 1,918,723 | 2,077,417 | 2,092,855 | 2,150,384 | 72,967 | 3.5% |
| Full Time Equiv Pos (FTE) Budgeted | - | 14.50 | 14.50 | 14.50 | 15.50 | 1.00 | 6.9% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 14.50 | - | 14.50 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

Significant Issues and Changes



Valuation Line of Business

Value Adjustment Program

Purpose Statement

The purpose of the Value Adjustment Program is to provide program eligibility determinations, correction and dispute resolution services to property owners and taxpayers so they can have confidence their property value is accurate and they are paying the correct amount of tax.

Performance Narrative Statement

There are no new policy level requests for this program. The real estate market continues to be strong in Clackamas County. Although the acceleration of growth has slowed to single digit, increases in value of all property types continue. Value appeals to the Board of Property Tax Appeals was up 33%. and we expect additional appeals in 2020-21. A consistent level of resources remain directed toward appeal management. The appeal process represents a significant outreach opportunity. The legal complexity of today's appeals and the complexity of properties under appeal often continue to require participation by County Counsel for representation for Magistrate, Regular Division Tax Court and Supreme Court cases. An increasing level of sales activity is helpful but continues to require significant appraisal resources to verify sales, research listings and field inspect property to support appeals, general market analysis and the ratio study. In the previous year 1252 new exemption and deferral eligibility determinations were reviewed as well as maintenance on the existing approximate 21,000 accounts that have previously qualified so property owners can have confidence they are paying the correct tax consistent with the use of the property. We also continue to prioritize resources to outlier sales analysis and are utilizing the online services available to more thoroughly research construction and remodeling activity with the goal of maintaining the accuracy and integrity of our property characteristic inventory. Outlier sales review, reappraisal and sale listing review have resulted in the discovery of over 500 accounts with value not captured on the tax roll that will result in additional value and additional revenue to taxing districts. This year we will began utilizing aerial imagery we have procured with change detection which is another invaluable tool to ensure that the accuracy and integrity of our property characteristic inventory is correct. We anticipate this will continue to result in an increase of the number of tax roll corrections to add property not on the roll and also remove property no longer in service.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Target | FY 19-20 Target | FY 19-20 Projected Performance | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | Board of Property Tax Appeals will remain below 1% annually | 0.17% | 0.16% | <1% | 0.17% | <1% |
| Output | # of Board of Property Tax Appeals | 277 | 278 | 300 | 399 | 500 |
| Output | # of real property accounts with tax roll corrections completed for omitted property | 205 | 200 | 275 | 325 | 350 |

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

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

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

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

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



Valuation Line of Business

Value Adjustment Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| State Grants & Revenues | - | 336,137 | 320,339 | 335,442 | 332,292 | 11,953 | 3.7% |
| Other Revenues | - | 1,038,715 | 710,000 | 545,378 | 750,000 | 40,000 | 5.6% |
| Operating Revenue | - | 1,374,852 | 1,030,339 | 880,820 | 1,082,292 | 51,953 | 5.0% |
| Total Rev - Including Beginning Bal | - | 1,374,852 | 1,030,339 | 880,820 | 1,082,292 | 51,953 | 5.0% |
| Personnel Services | - | 1,484,432 | 1,715,150 | 1,118,121 | 1,729,420 | 14,270 | 0.8% |
| Materials & Services | - | 282,914 | 312,226 | 232,307 | 231,215 | (81,011) | -25.9% |
| Cost Allocation Charges | - | 170,500 | 189,853 | 189,853 | 190,831 | 978 | 0.5% |
| Operating Expenditure | - | 1,937,846 | 2,217,229 | 1,540,281 | 2,151,466 | (65,763) | -3.0% |
| Total Exp - Including Special Categories | - | 1,937,846 | 2,217,229 | 1,540,281 | 2,151,466 | (65,763) | -3.0% |
| General Fund Support (if applicable) | - | 562,994 | 1,186,890 | 659,461 | 1,069,174 | (117,716) | -9.9% |
| Full Time Equiv Pos (FTE) Budgeted | - | 14.50 | 14.50 | 14.50 | 14.50 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 14.50 | - | 14.50 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

Significant Issues and Changes



Tax Revenue Line of Business

Tax Certification, Collection & Distribution Program

Purpose Statement

The purpose of the Property Tax Certification, Collections, and Distribution Program is to provide tax revenue calculations, distribution, reporting, and consulting services to Taxing Districts so they can budget and fund services for local citizens along with tax billing, collection, and receipting services to property owners and taxpayers so they can see a list of their taxing districts, know the value of their property and the amount of tax to pay timely.

Performance Narrative Statement

We have a new mail-in payment services provider as of January 1, 2020. The Assessor's office worked in collaboration with County Treasurer who executed a new contract with Retail LockBox to electronically process our 2020 property tax payments. Annexations and withdrawals were processed timely and accurately to be correctly reflected on the 2019-20 tax roll. The program successfully processed levy requirements for 132 taxing districts used to produce a total tax roll of \$921 million dollars. Tax notifications were mailed to 177,095 accounts by October 21, 2019. Collection and distribution was timely with taxing districts receiving funds equivalent to 88% of the total tax roll within 15 days of the November collection date. We are on target to be 97% collected by the end of the fiscal year, June 30, 2019.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Projected Performance | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | 87% of tax dollars distributed by November 30th each year | 87% | 88% | 88% | 88% | 88% |
| Result | 97% of tax dollars are collected by the end of the fiscal year | 97% | 97% | 97% | 97% | 97% |
| Output | # of credit, debit and E-check online payment postings | 10,610 | 10,513 | 12,033 | 13,200 | 14,400 |

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

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

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

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

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



Tax Revenue Line of Business

Tax Certification, Collection & Distribution Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| State Grants & Revenues | - | 242,019 | 296,610 | 266,040 | 263,542 | (33,068) | -11.1% |
| Other Revenues | - | 174,228 | 105,000 | 195,995 | 100,000 | (5,000) | -4.8% |
| Operating Revenue | - | 416,247 | 401,610 | 462,035 | 363,542 | (38,068) | -9.5% |
| Total Rev - Including Beginning Bal | - | 416,247 | 401,610 | 462,035 | 363,542 | (38,068) | -9.5% |
| Personnel Services | - | 1,011,854 | 1,254,611 | 1,288,674 | 1,162,019 | (92,592) | -7.4% |
| Materials & Services | - | 308,921 | 400,335 | 344,660 | 340,784 | (59,551) | -14.9% |
| Cost Allocation Charges | - | 145,240 | 175,791 | 175,791 | 151,350 | (24,441) | -13.9% |
| Operating Expenditure | - | 1,466,015 | 1,830,737 | 1,809,125 | 1,654,153 | (176,584) | -9.6% |
| Total Exp - Including Special Categories | - | 1,466,015 | 1,830,737 | 1,809,125 | 1,654,153 | (176,584) | -9.6% |
| General Fund Support (if applicable) | - | 1,049,768 | 1,429,127 | 1,347,090 | 1,290,611 | (138,516) | -9.7% |
| Full Time Equiv Pos (FTE) Budgeted | - | 12.50 | 12.50 | 12.50 | 11.50 | (1.00) | -8.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 11.50 | - | 12.50 | - | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | - | - | | |

Significant Issues and Changes



Property Records Line of Business

Property Records & Customer Service Program

Purpose Statement

The purpose of the Property Records & Customer Service Line of Business is to provide current and historical property information services to property owners, taxpayers, other jurisdictions, and the public so they can receive prompt and accurate property information, make informed property decisions, and receive the highest quality customer experience.

Performance Narrative Statement

This program processed nearly 17,000 deeds in 2019 resulting in ownership, address, and/or boundary changes. On average records were updated within 5 business days to accurately reflect owner names, mailing and situs address on the current assessment and tax rolls. The volume of real estate activity requires prioritization of staff in order to update and maintain GIS mapping data and assessment records accurately to meet the deadline of closing our annual tax roll. This continues to impact available resources for our ongoing digital map conversion project. Progress continues, having retired 2,677 out of 3,404 paper maps with digital maps. We continue to maintain a high response level for public records requests and customer inquiries.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Projected Performance | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | # of property record changes completed | 18,335 | 18,115 | 16,962 | 16,965 | 17,305 |
| Result | >95% of phone calls returned within one business day | >95% | >95% | >95% | >95% | >95% |
| Result | % of Assessor's tax maps digitized | 64% | 67% | 75% | 79% | 95% |

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

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- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

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

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



Property Records Line of Business

Property Records & Customer Service Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| State Grants & Revenues | - | 389,919 | 406,525 | 425,060 | 394,775 | (11,750) | -2.9% |
| Local Grants & Revenues | - | - | - | - | - | - | 0% |
| Other Revenues | - | 45,295 | 35,000 | 281,211 | 25,000 | (10,000) | -28.6% |
| Operating Revenue | - | 435,214 | 441,525 | 706,271 | 419,775 | (21,750) | -4.9% |
| Total Rev - Including Beginning Bal | - | 435,214 | 441,525 | 706,271 | 419,775 | (21,750) | -4.9% |
| Personnel Services | - | 1,246,766 | 1,676,145 | 1,521,215 | 1,695,596 | 19,451 | 1.2% |
| Materials & Services | - | 204,731 | 227,681 | 216,273 | 217,555 | (10,126) | -4.4% |
| Cost Allocation Charges | - | 202,072 | 232,043 | 232,043 | 217,148 | (14,895) | -6.4% |
| Operating Expenditure | - | 1,653,569 | 2,135,869 | 1,969,531 | 2,130,299 | (5,570) | -0.3% |
| Total Exp - Including Special Categories | - | 1,653,569 | 2,135,869 | 1,969,531 | 2,130,299 | (5,570) | -0.3% |
| General Fund Support (if applicable) | - | 1,218,355 | 1,694,344 | 1,263,260 | 1,710,524 | 16,180 | 1.0% |
| Full Time Equiv Pos (FTE) Budgeted | - | 16.00 | 16.50 | 16.50 | 16.50 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 13.50 | - | 16.50 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 2.50 | - | - | - | - | - |

Significant Issues and Changes



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CLACKAMAS
C O U N T Y



Clerk

Sherry Hall, County Clerk

1710 Red Soils Ct

Suite 100

Oregon City, Oregon 97045

503-655-8698

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



Department Mission

The mission of the County Clerk is to provide elections, records management, recording, property tax appeals, marriage and liquor licenses, and passport services to the public, County Departments and other government jurisdictions so they can participate in the electoral process, trust in the integrity of the processes, and promptly conduct their business in a welcoming environment.

| |
|---|
| <p>County Clerk's Department</p> <p>Sherry Hall - County Clerk FTE 19.00 Total Adopted \$ 4,184,844 General Fund Support \$ 0</p> |
|---|

| |
|--|
| <p>County Clerk</p> <p>Sherry Hall Cty Clerk Total Adopted \$3,389,003 Gen Fund \$ 0</p> |
|--|

| |
|--|
| <p>Records Management</p> <p>Carol Hopkins Mgr Total Adopted \$795,841 Gen Fund \$ 0</p> |
|--|

| |
|--|
| <p>Office of the Clerk/BOPTA</p> <p>Sherry Hall Cty Clerk FTE 2.0 Total Adopted \$2,028,232 Gen Fund \$ 0</p> |
|--|

| |
|---|
| <p>Records Management</p> <p>Carol Hopkins Mgr FTE 5.0 Total Adopted \$795,841 Gen Fund \$ 0</p> |
|---|

| |
|---|
| <p>Elections</p> <p>Andrew Jones Mgr FTE 5.0 Total Adopted \$898,000 Gen Fund \$ 0</p> |
|---|

| |
|--|
| <p>Recording</p> <p>Cindy Swick Mgr FTE 7.0 Total Adopted \$462,771 Gen Fund \$ 0</p> |
|--|



County Clerk Department

Department Budget Summary by Fund

| <i>Line of Business</i> | FY 20-21 | FY 20-21 | FY 20-21 | | FY 20-21 |
|-------------------------------|-------------|------------------|-------------------------|----------------------|---|
| <i>Program</i> | FTE | General Fund | Records Management Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| County Clerk | | | | | |
| Office of the Clerk | 2.0 | 2,028,232 | | 2,028,232 | - |
| Elections | 5.0 | 898,000 | | 898,000 | - |
| Recording | 7.0 | 462,771 | | 462,771 | - |
| | | | | - | |
| Records Management | | | | - | |
| Records Management | 5.0 | | 795,841 | 795,841 | |
| | | | | - | |
| TOTAL | 19.0 | 3,389,003 | 795,841 | 4,184,844 | - |
| FY 19-20 Budget | 19.0 | 3,423,803 | 798,112 | 4,221,915 | 172,581 |
| \$ Increase (Decrease) | 0.0 | (34,800) | (2,271) | (37,071) | (172,581) |
| % Increase (Decrease) | 0.00% | -1.02% | -0.28% | -0.88% | -100.00% |

** *General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Recording Fees are accounted for in the Clerk's organization of the General Fund. These revenues generate more than the amount required to support the Clerk's operations in the General Fund. The excess revenue is available for other General Fund uses.*



County Clerk




Office of the Clerk

Purpose Statement

Performance Narrative Statement

The Office of the Clerk program adopts a budget of \$2,028,232 operating budget a continuation of current funding levels. These resources will support office materials and services, training, and admin costs of supporting elections, records management, property recording, property tax appeals, marriage and liquor licenses, and passport services to the general public.

Key Performance Measures

| | | FY 17-18 Actuals | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals | FY 20-21 Target |
|---|--------|---|--------------------|--------------------|---------------------|--------------------|
|  | Result | % of Office of the Clerk results achieved | | | | 60% |
|  | Result | % of customers surveyed report they were happy with the level of service received | | | | 65% |
|  | Result | % Employees with annual performance summary completed | | | | 100% |

*The program applies new measures from FY21.

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



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|------------------|-------------------------|-----------------------------|-------------------------|--------------------------|----------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | 2,663,219 | 2,339,072 | 2,468,000 | 2,468,000 | 2,468,000 | - | 0% |
| Operating Revenue | 2,663,219 | 2,339,072 | 2,468,000 | 2,468,000 | 2,468,000 | - | 0% |
| Total Rev - Including Beginning Bal | 2,663,219 | 2,339,072 | 2,468,000 | 2,468,000 | 2,468,000 | - | 0% |
| Personnel Services | 1,236,300 | 1,244,957 | 1,368,938 | 1,360,262 | 1,514,508 | 145,570 | 10.6% |
| Materials & Services | 44,253 | 50,318 | 79,659 | 48,578 | 78,003 | (1,656) | -2.1% |
| Cost Allocation Charges | 485,086 | 451,162 | 434,482 | 434,482 | 435,721 | 1,239 | 0.3% |
| Capital Outlay | 133 | 12,376 | - | 3,092 | - | - | 0% |
| Operating Expenditure | 1,765,772 | 1,758,813 | 1,883,079 | 1,846,414 | 2,028,232 | 145,153 | 7.7% |
| Total Exp - Including Special Categories | 1,765,772 | 1,758,813 | 1,883,079 | 1,846,414 | 2,028,232 | 145,153 | 7.7% |
| General Fund Support (if applicable) | (1,030,363) | (245,275) | 172,581 | (461,003) | - | - | 0.0% |
| Full Time Equiv Pos (FTE) Budgeted | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 2.00 | 2.00 | - | 2.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

Significant Issues and Changes

All Clerk, Elections, and Recording FTE's funded out of Office of the Clerk Personnel Services line now. The increase (\$145k) is not so much an increase in that we swapped it out of the Recording Program budget.






Purpose Statement

Performance Narrative Statement

The Elections program adopts a \$898,000 operating budget, a slight increase in funding levels due to the upcoming general election that includes the Presidential election. These resources will serve all registered voters of Clackamas County, candidates for elected office, those who file measures, and allowing local governments to hold elections.

Key Performance Measures

| | | FY 17-18 Actuals | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals | FY 20-21 Target |
|---|--|---------------------|--------------------|--------------------|---------------------|--------------------|
|  Result | % Elections open to observation | | | | | 100% |
|  Result | % Ballot correspondence sent to voter within two business days | | | | | 100% |
|  Result | % Election filings on the County's website within one business day | | | | | 100% |

**The program applies new measures from FY21.*

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



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Miscellaneous Revenue | 427,472 | 194,916 | 285,000 | 394,851 | 285,000 | - | 0% |
| Operating Revenue | 427,472 | 194,916 | 285,000 | 394,851 | 285,000 | - | 0% |
| Total Rev - Including Beginning Bal | 427,472 | 194,916 | 285,000 | 394,851 | 285,000 | - | 0% |
| Personnel Services | - | - | - | - | - | - | 0% |
| Materials & Services | 638,723 | 829,454 | 891,100 | 783,618 | 898,000 | 6,900 | 0.8% |
| Indirect Costs (Internal Dept Chgs) | - | - | - | - | - | - | 0% |
| Cost Allocation Charges | - | - | - | - | - | - | 0% |
| Capital Outlay | - | 12,746 | - | - | - | - | 0% |
| Operating Expenditure | 638,723 | 842,200 | 891,100 | 783,618 | 898,000 | 6,900 | 0.8% |
| Total Exp - Including Special Categories | 638,723 | 842,200 | 891,100 | 783,618 | 898,000 | 6,900 | 0.8% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0.0% |
| Full Time Equiv Pos (FTE) Budgeted | 6.00 | 6.00 | 5.00 | 5.00 | 5.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 6.00 | 6.00 | - | 4.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | 1.00 | - | - | - |

Significant Issues and Changes



County Clerk




Recording Program

Purpose Statement

Performance Narrative Statement

The Recording program adopts a \$462,771 operating budget, a continuation of current funding levels. These resources will provide the public access so they can receive marriage licenses, certify ownerships, interest, and definitions of property within Clackamas County.

Key Performance Measures

| | | FY 17-18 Actuals | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals | FY 20-21 Target |
|--|--|---------------------|--------------------|--------------------|---------------------|--------------------|
|  Result | % Recorded documents returned within 10 business days | | | | | 80% |
|  Result | % Requests for certified documents fulfilled within two business days of request | | | | | 80% |
|  Result | % Recorded documents indexed within five business days of being recorded | | | | | 100% |

**The program applies new measures from FY21.*

Program includes:

Mandated Services Y/N

Shared Services Y/N

Grant Funding Y/N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 334,217 | 344,764 | 323,222 | 323,222 | 461,003 | 137,781 | 42.6% |
| Charges for Service | 243,332 | 212,475 | 175,000 | 175,000 | 175,000 | - | 0% |
| Miscellaneous Revenue | (80) | 75 | - | (36) | - | - | 0% |
| Operating Revenue | 243,252 | 212,550 | 175,000 | 174,964 | 175,000 | - | 0% |
| Total Rev - Including Beginning Bal | 577,469 | 557,314 | 498,222 | 498,186 | 636,003 | 137,781 | 27.7% |
| Personnel Services | 111,492 | 130,987 | 129,432 | 129,432 | - | (129,432) | -100.0% |
| Materials & Services | 121,810 | 112,627 | 188,970 | 140,670 | 191,411 | 2,441 | 1.3% |
| Capital Outlay | - | - | 8,000 | - | 8,000 | - | 0% |
| Operating Expenditure | 233,302 | 243,614 | 326,402 | 270,102 | 199,411 | (126,991) | -38.9% |
| Reserve for Future Expenditures | - | - | 323,222 | - | 263,360 | (59,862) | -18.5% |
| Total Exp - Including Special Categories | 233,302 | 243,614 | 649,624 | 270,102 | 462,771 | (186,853) | -28.8% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0.0% |
| Full Time Equiv Pos (FTE) Budgeted | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 7.00 | 7.00 | - | 6.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | 1.00 | - | - | - |

Significant Issues and Changes

We currently have no Recording manager due to a recent retirement. We are testing having the Records Management manager oversee the Recording department while we search for a new Recording Manager, this should afford us some cost savings to Records Management as we temporarily fund that cost allocated position from what would have funded the Recording Manager's position. This will affect actual figures in Personnel for Records Management next year.



Records Management




Records Management Program

Purpose Statement

Performance Narrative Statement

Records Management adopts a \$795,841 operating budget to provide custodial storage, preservation, and archiving of County records to insure compliance with Oregon State rules and laws. The resources serve departments and the public concerning County records. The Passport Services program is to provide complete passport application services to the public so they can request a US Passport from the US Department of State.

Key Performance Measures

| | | FY 17-18 Actuals | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals | FY 20-21 Target |
|--|---|---------------------|--------------------|--------------------|---------------------|--------------------|
|  Result | % Permanent, hardcopy documents stored in Records Management will be converted to archival film (target 100% by 2023) | | | | | 100% |
|  Result | % Department Records Requests delivered within one business day | | | | | 100% |
|  Result | % Records destruction lists signed and returned within 30 calendar days of issuance (target 50% by 2023) | | | | | 50% |

*The program applies new measures from FY21.

Shared Services Y/N

Grant Funding Y/N

Explain all "Yes" boxes below

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

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

Explanation Oregon State Rules and Laws require that any records with a retention of over 99 years be converted to archival microfilm per ORS Chapter 166.



Records Management

Records Management Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 105,746 | 173,401 | 157,935 | 206,602 | 130,664 | (27,271) | -17.3% |
| Charges for Service | 672,180 | 702,819 | 640,177 | 645,603 | 665,177 | 25,000 | 3.9% |
| Operating Revenue | 672,180 | 702,819 | 640,177 | 645,603 | 665,177 | 25,000 | 3.9% |
| Total Rev - Including Beginning Bal | 777,926 | 876,220 | 798,112 | 852,205 | 795,841 | (2,271) | -0.3% |
| Personnel Services | 371,575 | 426,960 | 472,091 | 445,699 | 515,633 | 43,542 | 9.2% |
| Materials & Services | 91,250 | 105,732 | 111,998 | 98,489 | 97,395 | (14,603) | -13.0% |
| Cost Allocation Charges | 141,699 | 136,926 | 177,353 | 177,353 | 182,813 | 5,460 | 3.1% |
| Operating Expenditure | 604,524 | 669,618 | 761,442 | 721,541 | 795,841 | 34,399 | 4.5% |
| Contingency | - | - | 36,670 | - | - | - | 0% |
| Total Exp - Including Special Categories | 604,524 | 669,618 | 798,112 | 721,541 | 795,841 | 34,399 | -0.3% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | - | 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

We currently have no Recording manager due to a recent retirement. We are testing having the Records Management manager oversee the Recording department while we search for a new Recording Manager, this should afford us some cost savings to Records Management as we temporarily fund that cost allocated position from what would have funded the Recording Manager's position. This will affect actual figures in Personnel for Records Management next year.



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CLACKAMAS
C O U N T Y



Disaster Management

Nancy Bush, Director

**2200 Kaen Road Suite A
Oregon City, Oregon 97045
503-655-8378**

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



Disaster Management

Department Mission

The Mission of Disaster Management Department is to foster resilience through disaster planning, preparedness, response, recovery coordination, and Medical Examiner services to Clackamas County communities so they can equitably access resources, survive a disaster, and recover as timely and deliberately as possible.

| |
|---|
| Disaster Management Nancy Bush - Director FTE 11.00 Total Adopted \$3,214,047 General Fund Support \$1,828,108 |
|---|

| | |
|--|---|
| Disaster Management Nancy Bush-Mgr Total Adopted \$2,222,888 Gen Fund \$848,104 | Medical Examiner Nancy Bush-Mgr Total Adopted \$991,159 Gen Fund \$980,004 |
|--|---|

| | |
|--|--|
| Disaster Mgt Operations Nancy Bush-Mgr FTE 6.00 Total Adopted \$2,222,888 Gen Fund \$848,104 | Medical Examiner Operations Cathy Phelps-Mgr FTE 5.00 Total Adopted \$991,159 Gen Fund \$980,004 |
|--|--|



Disaster Management Department

Department Budget Summary by Fund

| Line of Business | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 |
|--------------------------------|-------------|--------------------------|----------------------|---|
| Program | FTE | Disaster Management Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Disaster Management | | | | |
| Disaster Management Operations | 6.0 | 2,222,888 | 2,222,888 | 848,104 |
| Medical Examiner | | | | |
| Medical Examiner's Operations | 5.0 | 991,159 | 991,159 | 980,004 |
| TOTAL | 11.0 | 3,214,047 | 3,214,047 | 1,828,108 |
| FY 19-20 Budget | 11.0 | 4,781,614 | 4,781,614 | 2,256,168 |
| \$ Increase (Decrease) | 0.0 | -1,567,567 | -1,567,567 | -428,060 |
| % Increase (Decrease) | 0.0 | -32.78% | -32.78% | -18.97% |

** *General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants*



Disaster Management

Disaster Management Operations

Purpose Statement

The purpose of the Disaster Management Program is to provide planning and preparedness as well as response, recovery and mitigation services to residents, businesses, and visitors in Clackamas County so they can be prepared to protect themselves, their families, neighbors and community, and animals, and can equitably access resources, and recover quickly.

Performance Narrative Statement

The Disaster Management Operations Program adopts a \$2,222,888 budget, a continuation of current funding levels. The funding amount also includes anticipated Urban Area Security Initiative (UASI) funding, which is pass through dollars of approximately \$475,000. The Emergency Management Performance Grant (EMPG) is expected to be around \$150,000, which helps offset the cost of staff in the operational budget. This federal funding is unstable in future years. However, there has been an increase of general fund to help offset the shortfall that Disaster Management has been experiencing from decreased funding. These resources will provide coordination and integration of emergency planning and preparedness efforts for the residents and visitors of Clackamas County. Achieving these targets will provide a more resilient community before, during and after disasters.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actuals | FY 19-20 Target | FY 19-20 Actuals as of 4/30/20 | FY 20-21 Target |
|----------------|--|-----------------|------------------|-----------------|--------------------------------|-----------------|
| Result Measure | 90% of required Disaster Management Plans that are up to date and approved | 97% | 95% | 100% | 100% | 100% |
| Result Measure | 75% Clackamas County Departments have up to date, approved Continuity of Operations Plans in place ¹ | 28% | 35% | 75% | 100% | 100% |
| Output | 85% of CCENS calls connected to residents ² | 46% | 93% | 85% | 88% | 85% |
| Result | % of federal and state required disaster management plans, exercises and actual events that are required and in need of planning, response and recovery ³ | 100% | Discontinued | Discontinued | Discontinued | Discontinued |

¹ Continuity of Operations Plans (COOP) is the sole responsibility of each department and Disaster Management facilitates the overall management, training and coordination of each plan. Disaster Management relies on the departments progress for this measure. Currently there are 81% of departments working on their plan and only 37% have approved plans.

² The Clackamas County Emergency Notification System software was replaced with Everbridge, a more robust system, in August 2018. The past Emergency Notification System, TFCC-West (Twenty First Century Communications), had program issues that allowed possible user errors on Dispatcher call throttle rates causing phone lines to be jammed or busy. TFCC-West also did not allow for IPAWS (Integrated Public Alert and Warning System) integration decreasing our ability to send out notifications on a more widespread basis.

³ Disaster Management is still measuring this result; however, it is not Result Budget Measure

Program includes:

| | |
|-------------------|------------------------------------|
| Mandated Services | <input type="checkbox" value="Y"/> |
| Shared Services | <input type="checkbox" value="N"/> |
| Grant Funding | <input type="checkbox" value="Y"/> |

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: Oregon Revised Statutes Section 401 requires the County to have an emergency management program, Emergency Operations Plan (EOP), and Emergency Operations Center (EOC) and a staff trained to manage critical incident tasks during an emergency or major incident. **Grant Funding:** The Emergency Management Performance Grant (EMPG) provides approximately \$150,000 for salaries for the Clackamas County Emergency Management Program Operations; federal mitigation dollars for a buyout from the 2015 storms and Urban Area Security Initiative (UASI) federal funding, which is pass-through to local programs.



Disaster Management

Disaster Management Operations

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|-------------------------------|
| Beginning Balance | 827,468 | 878,166 | 990,749 | 990,749 | 486,171 | (504,578) | -50.9% |
| Federal Grants & Revenues | 573,799 | 242,710 | 1,460,191 | 1,335,045 | 844,613 | (615,578) | -42.2% |
| State Grants & Revenues | - | 10,000 | 8,000 | 26,872 | - | (8,000) | -100.0% |
| Local Grants & Revenues | 1,410 | 74,458 | - | 59,197 | - | - | 0% |
| Charges for Service | 16 | 9,068 | - | 22,051 | 40,000 | 40,000 | 0% |
| Other Revenues | 7,635 | 12,939 | - | 5,000 | 4,000 | 4,000 | 0% |
| Interfund Transfers | 1,020,768 | 1,282,643 | 1,289,885 | 1,289,885 | 848,104 | (441,781) | -34.2% |
| Operating Revenue | 1,603,628 | 1,631,818 | 2,758,076 | 2,738,050 | 1,736,717 | (1,021,359) | -37.0% |
| Total Rev - Including Beginning Bal | 2,431,096 | 2,509,984 | 3,748,825 | 3,728,799 | 2,222,888 | (1,525,937) | -40.7% |
| Personnel Services | 919,361 | 968,605 | 1,055,652 | 1,052,715 | 1,030,863 | (24,789) | -2.3% |
| Materials & Services | 217,748 | 359,773 | 1,663,625 | 1,697,891 | 639,209 | (1,024,416) | -61.6% |
| Cost Allocation Charges | 217,647 | 196,518 | 196,118 | 195,938 | 186,536 | (9,582) | -4.9% |
| Capital Outlay | 100,609 | - | 245,000 | 296,084 | 366,280 | 121,280 | 49.5% |
| Operating Expenditure | 1,455,365 | 1,524,896 | 3,160,395 | 3,242,628 | 2,222,888 | (937,507) | -29.7% |
| Special Payments | 112,400 | - | 182,000 | - | - | (182,000) | -100.0% |
| Contingency | - | - | 406,430 | - | - | (406,430) | -100.0% |
| Total Exp - Including Special Categories | 1,567,765 | 1,524,896 | 3,748,825 | 3,242,628 | 2,222,888 | (1,525,937) | -40.7% |
| General Fund Support (if applicable) | 1,020,768 | 1,282,643 | 1,289,885 | 1,289,885 | 848,104 | -441,781 | -34.2% |
| Full Time Equiv Pos (FTE) Budgeted | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 6.00 | 5.00 | - | 5.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | 1.00 | - | - | - |

Significant Issues and Changes

Disaster Management traditionally receives the Emergency Management Performance Grant (EMPG), which support staff with a 50% match. Because the state formula continues to change there could be fewer dollars at the local level. Clackamas County Disaster Management has been making up the difference over the past few years with fund balance. General funding has been obtained to help offset the loss of these federal funds for 2 years. Federal grant revenues declined by 42.2% due to the mitigation buyout being completed. Materials & Services has declined by 55.7% due to a large reduction in Professional Services. Goals pertaining to Professional Services are now assigned to a full time Community Planner on staff.



Medical Examiner Medical Examiner Operations

Purpose Statement

The purpose of the Medical Examiner's Office Program is to provide death investigation services to decedents, their families, and the medical and legal communities so they can receive answers and information they need to take appropriate action as necessary and enable them to move forward.

Performance Narrative Statement

The Medical Examiner Program adopts a \$991,159 budget, a continuation of current funding levels. These resources will provide approximately 366 on-scene death investigations and 834 legally reportable limited investigations death documentations. Achieving these results will provide medicolegal death investigations services to decedents, their families, and the medical and legal communities so they can receive answers.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|------------------------------------|--------------------|
| Result | % of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted. | 3% | 3% | 4% | 3% | 4% |
| Result | % of the conducted Quality Assurance Reviews demonstrated to have no exceptions or non-compliance with protocols and established professional standards. | 97% | 97% | 95% | 95% | 95% |
| Result | Total Number of Medical Examiner Cases | 1033* | 1036* | 1,200 | 1045* | 1,200 |
| | Number of On-Scene Investigations | 283* | 285* | 366 | 285* | 366 |
| | Number of Reportable - Limited Investigations | 750* | 751* | 834 | 760* | 834 |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services: Oregon Revised Statutes Section 146 states that each county shall have a medical examiner function for the purpose of investigating and certifying the cause and manner of deaths requiring investigation.**

*Calendar Year



Medical Examiner

Medical Examiner Operations

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | 26,099 | 33,715 | 66,506 | 66,506 | 11,155 | (55,351) | -83.2% |
| Interfund Transfers | 853,928 | 888,540 | 966,283 | 966,283 | 980,004 | 13,721 | 1.4% |
| Operating Revenue | 853,928 | 888,540 | 966,283 | 966,283 | 980,004 | 13,721 | 1.4% |
| Total Rev - Including Beginning Bal | 880,027 | 922,255 | 1,032,789 | 1,032,789 | 991,159 | (41,630) | -4.0% |
| Personnel Services | 711,569 | 728,124 | 832,143 | 832,143 | 811,717 | (20,426) | -2.5% |
| Materials & Services | 88,649 | 80,467 | 155,285 | 144,130 | 133,114 | (22,171) | -14.3% |
| Cost Allocation Charges | 31,260 | 41,498 | 45,361 | 45,361 | 46,328 | 967 | 2.1% |
| Operating Expenditure | 831,478 | 850,089 | 1,032,789 | 1,021,634 | 991,159 | (41,630) | -4.0% |
| Total Exp - Including Special Categories | 831,478 | 850,089 | 1,032,789 | 1,021,634 | 991,159 | (41,630) | -4.0% |
| General Fund Support (if applicable) | 853,928 | 888,540 | 966,283 | 966,283 | 980,004 | 13,721 | 1.4% |
| Full Time Equiv Pos (FTE) Budgeted | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.00 | 5.00 | - | 5.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

Significant Issues and Changes

The Medical Examiner's Office is a fairly stable office, which is 100% funded by general fund. For the fiscal year 2020-2021 we currently anticipate approximately a 5% increase in reported deaths. As the deaths increase there will be need for additional staff in the Medical Examiner's Office.



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CLACKAMAS
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Technology Services

David Cummings, Director

**121 Library Court
Oregon City, Oregon 97045
503-655-8322**

Website Address: <https://www.clackamas.us/ts>



Technology Services

Department Mission

The mission of the Technology Services Department is to provide high quality, innovative and cost-effective technology to the public, County staff, and County Commissioners so they can provide and receive County services.

| | | | | |
|-----------------------------------|--|--|--|--|
| Technology Services | | | | |
| Dave Cummings - Director | | | | |
| FTE 53 | | | | |
| Total Adopted \$ 20,644,395 | | | | |
| General Fund Support \$ 3,869,815 | | | | |

| | | | | |
|---|---|--|---|---|
| Administration Dave Cummings - Dir Total Adopted \$1,776,668 Gen Fund \$ - | Applications Eric Bohard - Mgr Total Adopted \$3,684,373 Gen Fund \$ 2,299,254 | Technical Services Chris Fricke - Mgr Total Adopted \$7,563,125 Gen Fund \$ 171,000 | Communication Services Ron Sandner - Mgr Total Adopted \$6,014,668 Gen Fund \$ - | Enterprise Business Systems Dave DeVore - Dpty Dir Total Adopted \$1,605,561 Gen Fund \$ 1,399,561 |
| Office of the Director FTE 5.00 Total Adopted \$1,776,668 Gen Fund \$ - | County Wide Applications FTE 8.0 Total Adopted \$1,780,528 Gen Fund \$ 1,560,993 | Technical Services FTE 16.00 Total Adopted \$6,281,072 Gen Fund \$ 171,000 | Telecomm Services FTE 6.00 Total Adopted \$3,860,468 Gen Fund \$ - | Business Systems FTE 4.00 Total Adopted \$1,605,561 Gen Fund \$ 1,399,561 |
| | GIS FTE 6.00 Total Adopted \$1,337,389 Gen Fund \$ 738,261 | Network FTE 3.00 Total Adopted \$1,282,053 Gen Fund \$ - | CBX FTE 2.00 Total Adopted \$2,154,200 Gen Fund \$ - | |
| | Department Applications FTE 3.00 Total Adopted \$566,456 Gen Fund \$ - | | | |



Technology Services

Department Budget Summary by Fund

| <i>Line of Business</i> | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 |
|----------------------------------|-------------|------------------------------|----------------------------|---------------------|----------------------|---|
| <i>Program</i> | FTE | Technology Services Fund 747 | Telecomm Services Fund 746 | CBX Fund 602 | Total Adopted Budget | General Fund Subsidy in Adopted Budget ** |
| Administration | | | | | | |
| Office of the Director | 5.0 | 1,776,668 | | | 1,776,668 | - |
| Applications | | | | | | |
| County Wide Applications | 8.0 | 1,780,528 | | | 1,780,528 | 1,560,993 |
| GIS | 6.0 | 1,337,389 | | | 1,337,389 | 738,261 |
| Department Applications | 3.0 | 566,456 | | | 566,456 | - |
| Technical Services | | | | | | |
| Technical Services | 16.0 | 6,281,072 | | | 6,281,072 | 171,000 |
| Network Services | 3.0 | 1,282,053 | | | 1,282,053 | |
| Communication Services | | | | | | |
| Telecommunication Services | 6.0 | | 3,860,468 | | 3,860,468 | - |
| CBX | 2.0 | | | 2,154,200 | 2,154,200 | - |
| Enterprise Business Systems | | | | | | |
| Business Systems | 4.0 | 1,605,561 | | | 1,605,561 | 1,399,561 |
| TOTAL | 53.0 | \$ 14,629,727 | \$ 3,860,468 | \$ 2,154,200 | \$ 20,644,395 | \$ 3,869,815 |
| FY 19-20 Budget (Amended) | 56.0 | \$ 18,711,465 | \$ 4,602,036 | \$ 2,777,540 | \$ 26,091,041 | \$ 4,356,401 |
| \$ Increase (Decrease) | -3.00 | \$ (4,081,738) | \$ (741,568) | \$ (623,340) | \$ (5,446,646) | \$ (486,586) |
| % Increase (Decrease) | -5.36% | -21.81% | -16.11% | -22.44% | -20.88% | -11.17% |

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants

** This Budget represents the Technology Services 11% General Fund reduction Package based on FY19-20 budget with General Fund of \$4,356,401.
This FY20-21 budget is a 2.24% total budget & 3 FTE reduction from the FY budget of \$21,116,724 including a .34% reduction in allocation.



Administration

Office of the Director

Purpose Statement

The purpose of the Technology Services Office of the Director Program is to provide administrative, leadership, finance, budget, policy and planning services to Technology Services staff so they can make well informed and cost effective strategic decisions.


Performance Narrative

The Office of the Director Program adopted a budget of \$1,776,668, a decrease of \$255,648 (-12.6%) from current amended funding levels (partially due to a supplemental adjustment in FY19-20 not carried forward into FY20-21). These resources will provide a continuation of management oversight and direction in the utilization of technology and technical resources for the County. This results in providing efficient and reliable technical solutions and support to meet the business needs of the County.

Some planned priority projects include:

- Implement new Technology Services 2019 Performance Clackamas Plan including key objectives:
 - Completion of 3 yr Technology Services Strategic Plan and integration with Departments' Strategic Plans
 - Implement and track new Technology Services MFR Metrics including analytics in OpenGov
 - Hire and establish role of new Technical Business Analyst, integrate position into departmental teams
 - Implement County Wide initiative to create efficient business workflows to resolve business requirements.
- Coordinate with County Administration on the new Red Soils Master Plan to include the potential new Court House, New OSU Extension Center, relocation of TS and H3S and other related technical support issues.
- Continue to move Technology services into hybrid services models with combination on premise and hosted services
- Implement new and advanced security measures, monitoring, training, policy, testing and enforcement

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|---|---|--------------------|--------------------|---------------------------------------|--------------------|
|  | Result Technology Services will develop, and maintain, a County Technology Strategic Plan that covers Technology Services and Initiatives. | ~50 % | ~ 75% | ~ 60% | 100% |
| | Result % of staff with documented professional and technical training plan | ~ 70% | 80% | 98% | 100% |
| | Efficiency Total estimated annual donated actual value for Technology for Teaching | \$47,520 | \$30,000 | \$41,125 | \$35,000 |

Program includes:

- Mandated Services No
- Shared Services No
- Grant Funding No

Explanation Technology Services recently implemented an updated 2019 Performance Clackamas Plan that includes new / updated metrics. These metrics vary from some older to new metrics which are still being developed. These metrics will be integrated into the Budget / Business Plan over the next year.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 246,583 | 856,054 | 555,486 | 385,486 | 286,000 | (269,486) | -48.5% |
| Charges for Service | 1,259,955 | 1,288,110 | 1,476,830 | 1,476,830 | 1,490,668 | 13,838 | 0.9% |
| Other Revenues | 38,476 | 73,864 | - | 23,630 | - | - | 0% |
| Operating Revenue | 1,298,431 | 1,361,974 | 1,476,830 | 1,500,460 | 1,490,668 | 13,838 | 0.9% |
| Total Rev - Including Beginning Bal | 1,545,014 | 2,218,028 | 2,032,316 | 1,885,946 | 1,776,668 | (255,648) | -12.6% |
| Personnel Services | 830,171 | 991,433 | 970,144 | 1,002,580 | 1,002,636 | 32,492 | 3.3% |
| Materials & Services | 169,972 | 375,719 | 482,651 | 277,845 | 227,023 | (255,628) | -53.0% |
| Cost Allocation Charges | 245,106 | 235,321 | 319,521 | 319,521 | 317,009 | (2,512) | -0.8% |
| Operating Expenditure | 1,245,249 | 1,602,473 | 1,772,316 | 1,599,946 | 1,546,668 | (225,648) | -12.7% |
| Interfund Transfers | - | - | - | - | 230,000 | 230,000 | 0.0% |
| Contingency | - | - | 230,000 | - | - | (230,000) | -100.0% |
| Total Exp - Including Special Categories | 1,245,249 | 1,602,473 | 2,002,316 | 1,599,946 | 1,776,668 | (225,648) | -11.3% |
| General Fund Support (if applicable) | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.00 | 5.00 | 5.00 | 5.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | | |

Significant Issues and Changes

- > In FY 19-20, this program had a supplemental budget adjust increase of \$275,486. This was to complete carry over projects (such as Alertus beta install, CBX Business Plan development, replacement of aging TS desktops and office furniture. This was not part of the FY20-21 budget request.
- > For FY 20-21 The \$230,000 TS Unrestricted Contingency was transferred to General Fund.



Applications

County Wide Applications

Purpose Statement

The purpose of the County Wide Applications Program is to provide database, document management, business analysis, web and application development, integration and applications management services to County staff, the public, businesses and other public agencies so they can enhance services, utilize web and mobile delivery, share information, maximize the use of evolving technologies and achieve their business requirements.

Performance Narrative

The County Wide Applications Program adopted a budget of \$1,780,528, a decrease of \$272,180 (-13.26%) from current funding levels. These resources will provide a continuation of analysis, development and support of applications to meet the business requirements of the County staff. This results in providing the public and businesses the important services they require in an efficient, accessible and reliable format (especially mobile).

Performance Metrics utilized are a mix from the TS 2015 & 2019 Performance Clackamas Plans as well as several surveys. This program will be adjusting the performance metrics over time to ensure they effectively measure efficient application design and integration.

Some priority projects include :

- Coordinate with Public & Government Affairs on the expanded / redesigned County Internal Intranet Site including new services, portals capability and applications utilizing Drupal Content Management System.
- Expanding development technologies to include hybrid services integration with Azure and 365.
- Re-form data analytics team to help promote analytic services and availability for the County, especially in the use of performance metrics for departments and governance compliance.
- Develop new Document Management system to integrate current document repositories, phase out AX, implement Sharepoint and provide enhanced service capabilities.

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|-------------------|---|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % of developed applications that meet customer requirements. (Survey) | 94% | 95% | 100.00% | 95% |
| Demand | # of Software Evaluation Group (SEG) requests for evaluation | 12 | 25 | 32 | 25 |
| Efficiency | \$ Average program expenditure per supported application w/o maintenance (~ 75 apps) (Proposed) | \$23,449 | \$24,500 | \$25,144 | \$22,154 |

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation > For FY20-21, Staff was reduced by 1 FTE for a Web Developer.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 333,194 | 131,000 | 51,900 | 51,900 | 26,000 | (25,900) | -49.9% |
| Charges for Service | 1,658,113 | 1,874,009 | 2,000,808 | 2,000,808 | 1,754,528 | (246,279) | -12.3% |
| Other Revenues | - | - | - | - | - | - | 0% |
| Operating Revenue | 1,658,113 | 1,874,009 | 2,000,808 | 2,000,808 | 1,754,528 | (246,279) | -12.3% |
| Total Rev - Including Beginning Bal | 1,991,307 | 2,005,009 | 2,052,708 | 2,052,708 | 1,780,528 | (272,179) | -13.3% |
| Personnel Services | 1,362,573 | 1,371,565 | 1,581,939 | 1,508,200 | 1,319,856 | (262,083) | -16.6% |
| Materials & Services | 250,166 | 178,392 | 171,388 | 219,127 | 158,801 | (12,587) | -7.3% |
| Indirect Costs (Internal Dept Chgs) | 229,083 | 229,564 | 265,830 | 265,830 | 268,320 | 2,490 | 0.9% |
| Cost Allocation Charges | 27,980 | 25,721 | 33,551 | 33,551 | 33,551 | - | 0.0% |
| Operating Expenditure | 1,869,802 | 1,805,242 | 2,052,708 | 2,026,708 | 1,780,528 | (272,180) | -13.3% |
| Total Exp - Including Special Categories | 1,869,802 | 1,805,242 | 2,052,708 | 2,026,708 | 1,780,528 | (272,180) | -13.3% |
| General Fund Support (Non-Dept) | 1,523,369 | 1,747,675 | 1,925,765 | 1,925,765 | 1,560,993 | -364,772 | -18.9% |
| Full Time Equiv Pos (FTE) Budgeted | 9.00 | 9.00 | 9.00 | 9.00 | 8.00 | (1.00) | -11.1% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 9.00 | 9.00 | 9.00 | 8.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | 1.00 | | | |

Significant Issues and Changes

- > As part of the organizational struture for Performance Clackamas, this Program includes both ORG budgets of Application Services (0225) and Document Management (0230)
- > In FY19-20, a senior developer retired. In alignment with the 2019 TS Performance Clackamas Plan, TS reclassified this position to be the 1st TS full time Business Analyst with the task of facilitating communications between TS and the Departments as well as helping integrate the TS / Departmental Strategic Plans.
- > In FY20-21, 1 FTE was cut from the Web Development Team



Applications

GIS

Purpose Statement

The Purpose of the Geographic Information System (GIS) Program is to provide spatially integrated data and mapping services to residents, businesses, County staff and other public agencies so they can make informed, location-based decisions using necessary geographic information.


Performance Narrative

The GIS Program adopted a budget of \$1,337,389, a decrease of \$73,087 (-5.2%) from current funding levels. These resources will provide a continuation of analysis, development and support of GIS data and mapping applications to meet the business requirements of the County staff and public while maintaining flat rates on printed maps. This program also provides extensive mapping and aerial photo solutions for the County Departments and citizens.

Some priority projects include:

- Update the County aerial and lidar photo sets, enhance the online mapping applications CMAP & PlanMap.
- Limited rollout of new ESRI Desktop User Portal tools to increase services directly available to staff
- Finalize the wrap-up of the 20 year ORMAP Project with State of Oregon to cleanup and align tax lots

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|---|--|--------------------|--------------------|---------------------------------------|--------------------|
| Output | Estimated # GIS Data Layers Supported | 98 | 98 | 100 | 100 |
|  Result | % of GIS projects completed that meet customer requirements (survey) | 90% | 99% | 100% | 99% |
| Efficiency | \$ Program expenditure per GIS data layer supported w/o maintenance (Proposed) | \$12,701 | \$13,000 | \$12,704 | \$13,074 |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 119,805 | 90,000 | 160,000 | 310,000 | 50,000 | (110,000) | -68.8% |
| State Grants & Revenues | 84,000 | 89,000 | 35,000 | 42,000 | 35,000 | - | 0% |
| Charges for Service | 1,164,272 | 1,148,941 | 1,182,476 | 1,182,836 | 1,219,389 | 36,913 | 3.1% |
| Other Revenues | 35,816 | 50,100 | 33,000 | 33,000 | 33,000 | - | 0% |
| Interfund Transfers | 35,000 | 35,000 | - | - | - | - | 0% |
| Operating Revenue | 1,319,088 | 1,323,041 | 1,250,476 | 1,257,836 | 1,287,389 | 36,913 | 3.0% |
| Total Rev - Including Beginning Bal | 1,438,893 | 1,413,041 | 1,410,476 | 1,567,836 | 1,337,389 | (73,087) | -5.2% |
| Personnel Services | 949,691 | 996,100 | 1,012,574 | 1,158,017 | 1,012,078 | (496) | 0.0% |
| Materials & Services | 54,328 | 65,075 | 138,989 | 100,906 | 114,738 | (24,251) | -17.4% |
| Indirect Costs (Internal Dept Chgs) | 139,995 | 140,289 | 177,220 | 177,220 | 178,880 | 1,660 | 0.9% |
| Cost Allocation Charges | 25,119 | 22,467 | 31,693 | 31,693 | 31,693 | - | 0.0% |
| Capital Outlay | - | - | 25,000 | 50,000 | - | (25,000) | -100.0% |
| Operating Expenditure | 1,169,133 | 1,223,931 | 1,385,476 | 1,517,836 | 1,337,389 | (48,087) | -3.5% |
| Total Exp - Including Special Categories | 1,169,133 | 1,223,931 | 1,385,476 | 1,517,836 | 1,337,389 | (48,087) | -3.5% |
| General Fund Support (Non-Dept) | 693,423 | 717,584 | 835,412 | 835,412 | 738,261 | -97,151 | -11.6% |
| Full Time Equiv Pos (FTE) Budgeted | 5.50 | 5.50 | 6.00 | 6.00 | 6.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.50 | 5.00 | 6.00 | 6.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 0.50 | - | - | - | - | - |

Significant Issues and Changes

- > For FY19-20, the shared part-time position was dropped.
- > Due to a increase in data management requirements for the County, in FY19-20 a new GIS Analyst FTE was added. Most of the cost was covered by savings, reduction in capital expenses and shared expense with other County Departments.
- > In FY19-20, a budget adjustment of \$105,000 was amended to the Proposed budget. This was to help complete the ORMAP project and replace lost funding due to temporary budget reductions in FY18-19.



Applications

Department Applications

Purpose Statement

The Purpose of the Department Applications Program is to provide specialized business analysis, application development, maintenance, integration, customizations, and support services to County departments so they can have timely, reliable and cost effective use of their department business systems in support of their customers.

Performance Narrative

The Department Applications Program adopted a budget of \$566,456, a increase of \$15,988 (2.9%) from current funding levels. These resources will continue to provide analysis, development and support of critical department data and applications to meet the business requirements of the County departments.

Some priority projects include :

- Utilizing DTD Coordinator position, work with DTD to implement new E-Permitting applications to create new online permitting services and capability.
- Work with Health Department on resolution to several "orphaned" systems such as Baby Links and Cerner

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|-------------------|--|--------------------|--------------------|---------------------------------------|--------------------|
| Result | Estimated % Uptime for major supported systems (w/o upgrades) | 99.50% | 99.80% | 99.50% | 99.80% |
| Output | # Major supported departmental applications / Reports with dedicated technical staff | 56 | 59 | 59 | 59 |
| Efficiency | Estimated annual adopted support costs per major departmental application (w/o Capital / Reserves / Maintenance costs) | 22 @ \$29,881 | \$30,000 | 24 @ \$29,602 | 24 @ \$30,269 |

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation



Applications

Department Applications

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 11,464 | 3,000 | 1,000 | 1,000 | 1,000 | - | 0.0% |
| Charges for Service | 359,117 | 359,320 | 549,468 | 549,468 | 565,456 | 15,988 | 2.9% |
| Other Revenues | 128,305 | 70,470 | - | - | - | - | 0% |
| Operating Revenue | 487,422 | 429,790 | 549,468 | 549,468 | 565,456 | 15,988 | 2.9% |
| Total Rev - Including Beginning Bal | 498,886 | 432,790 | 550,468 | 550,468 | 566,456 | 15,988 | 2.9% |
| Personnel Services | 356,939 | 313,415 | 430,690 | 429,690 | 450,812 | 20,122 | 4.7% |
| Materials & Services | 6,123 | 5,390 | 20,764 | 20,764 | 15,800 | (4,964) | -23.9% |
| Indirect Costs (Internal Dept Chgs) | 76,361 | 76,521 | 88,610 | 88,610 | 89,440 | 830 | 0.9% |
| Cost Allocation Charges | 11,909 | 8,186 | 10,404 | 10,404 | 10,404 | - | 0.0% |
| Operating Expenditure | 451,332 | 403,512 | 550,468 | 549,468 | 566,456 | 15,988 | 2.9% |
| Total Exp - Including Special Categories | 451,332 | 403,512 | 550,468 | 549,468 | 566,456 | 15,988 | 2.9% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 3.00 | 3.00 | 3.00 | 3.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

Significant Issues and Changes

- > In FY18-19, The dedictaed Tourism FTE was transferred to Tourism.
- > In FY18-19, a new dedicated FTE for DTD was created paid via allocation directly to DTD. This is a high level coordinator position.



Technical Services

Technical Services

Purpose Statement

The purpose of the Technical Services Line of Business is to provide technology support, network, system and storage administration, technology procurement, overall infrastructure support and call center services to County staff so they can effectively utilize County technology in support of their business requirements and services.

Performance Narrative

The Technical Services Program adopted a budget of \$6,281,072, an decrease of \$3,001,490 (-32.3%) from current FY19-20 amended funding levels, and a decrease of \$241,352 (-3.7%) from current adopted FY19-20 Budget. This is primarily due to a FY19-20 Amended budget increase - see below for more information. These resources will continue to provide design, procurement, implementation and support of expanding critical technical services to meet the business requirements of the County departments while containing allocation growth to an annual average of 5% or less. (not including FY carry over of capital reserves or projects that are not completed within the initial budgeted fiscal year)

Some of the priority projects include:

- Install and implement major network remodel to include new performance and CJIS Security standards
- Develop custom asset management system to manage all equipment, licenses, allocation and utilization
- Expand Virtual Services / Server Farms to be more fault tolerant, enhanced performance capabilities.
- Configure, test and begin phased rollout of Microsoft Cloud services such as 365 and Azure
- Negotiate and implement new 3 year Microsoft Enterprise Agreement for County
- Increase security standards, update policies and rollout new County technology training program
- Expand County hybrid services model, review options to leverage cloud services where appropriate

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|-------------------|--|-----------------------|----------------------|---------------------------------------|------------------------|
| Output | # of Call Center Resolutions (Technical / Systems / Network Support) | 10,957 | 11,000 | ~ 11,424 | 11,000 |
| Efficiency | Estimated annual Call Center / Systems adopted operating costs per allocated user (w/o Capital / Reserves / Maintenance costs) | 2,746 @ \$1,268.78 | \$1,330 | 2,815 @ \$1,330.34 | 2,795 @ \$1,332.04 |
| Efficiency | \$ allocated costs per PC (tier 1) (Goal <= 5% increase) | \$2,147.43 1.71 % | < \$2,254.80 < 5% | \$2,185.92 1.79 % | \$2,079.04 - 4.89 % |

Program includes:

- Mandated Services **No**
- Shared Services **No**
- Grant Funding **No**

Explanation The FY19-20 Amended budget was an increase of \$2,760,138. This was primarily roll of Capital Replacement funds and uncompleted projects carried over from FY18-19 into FY19-20 for planned major upgrades to the County infrastructure and some new software packages. Some of these upgrades were completed in FY18-19, however much of the network upgrade will be rolled into FY19-20 & FY20-21 to be completed. Reserve roll will be much less in the following years as the replacement funds are built up again.



Technical Services

Technical Services

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 2,554,028 | 2,588,958 | 3,492,096 | 3,592,096 | 750,874 | -2,741,222 | -78.5% |
| Charges for Service | 5,083,000 | 5,387,891 | 5,790,466 | 5,848,317 | 5,530,198 | (260,268) | -4.5% |
| Other Revenues | 250 | - | - | - | - | - | 0% |
| Operating Revenue | 5,083,250 | 5,387,891 | 5,790,466 | 5,848,317 | 5,530,198 | (260,268) | -4.5% |
| Total Rev - Including Beginning Bal | 7,637,278 | 7,976,849 | 9,282,562 | 9,440,413 | 6,281,072 | (3,001,490) | -32.3% |
| Personnel Services | 2,638,170 | 2,730,877 | 2,825,769 | 3,117,853 | 2,916,202 | 90,433 | 3.2% |
| Materials & Services | 1,204,913 | 1,329,713 | 2,209,575 | 1,945,426 | 1,646,121 | (563,454) | -25.5% |
| Indirect Costs (Internal Dept Chgs) | 407,258 | 408,114 | 472,586 | 472,586 | 477,014 | 4,428 | 0.9% |
| Cost Allocation Charges | 48,343 | 47,493 | 64,777 | 64,777 | 64,777 | - | 0.0% |
| Capital Outlay | 659,526 | 426,817 | 3,177,897 | 3,088,897 | 570,000 | (2,607,897) | -82.1% |
| Operating Expenditure | 4,958,210 | 4,943,014 | 8,750,604 | 8,689,539 | 5,674,114 | (3,076,490) | -35.2% |
| Reserve for Future Expenditures | - | - | 306,958 | - | 306,958 | - | 0% |
| Contingency | - | - | 300,000 | - | 300,000 | - | 0% |
| Total Exp - Including Special Categories | 4,958,210 | 4,943,014 | 9,357,562 | 8,689,539 | 6,281,072 | (3,076,490) | -32.9% |
| General Fund Support (if applicable) | 351,319 | 315,319 | 181,869 | 181,869 | 171,000 | -10,869 | -6.0% |
| Full Time Equiv Pos (FTE) Budgeted | 16.00 | 16.00 | 17.00 | 17.00 | 16.00 | (1.00) | -5.9% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 15.00 | 15.00 | | 16.00 | | | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | 1.00 | | 1.00 | - | | |

Significant Issues and Changes

> Starting in FY14-15, Technical Support implemented a new Capital Replacement Program that allowed projected capital expenses for large infrastructure items (such as network, servers, storage etc.) to be built into the allocation and "reserved" each year as part of the fund balance roll to build up capital until required for large equipment replacement. This allowed funds to be built up to maintain / expand County infrastructure without potential failure of aging equipment nor the need to request large general fund infusions and/or unstable allocation rates.

> The FY19-20 Amended budget was an increase of \$2,760,138. This was primarily roll of Capital Replacement funds and uncompleted projects carried over from FY18-19 into FY19-20 for planned major upgrades to the County infrastructure and some new software packages. Some of these upgrades were completed in FY18-19, however much of the network upgrade will be rolled into FY19-20 & FY20-21 to be completed. Reserve roll will be much less in the following years as the replacement funds are built up again. Usually, the annual revenue to build these reserves are fairly flat and can be forecast.



Technical Services

Network Services

Purpose Statement

The purpose of the Network Services program is to provide network architecture, infrastructure, wireless, internet and networking related support services to staff, outside agencies and visitors so they can conduct business and achieve their business results utilizing a reliable, high performance, 24/7 secure network infrastructure.

Performance Narrative

The Network Services Program adopted a budget of \$1,282,053, a decrease of \$112,948 (-8.1%) from current Amended funding levels. These resources will continue to provide analysis, installation and reliable support of critical County network communications and security to efficiently meet the business requirements of the County departments while containing annual allocations rate to an average of 5% or less.

Some of the priority projects include:

- Installation of new County network for increased performance, replace aging equipment, new CJIS regulations.
- Continue to deploy new / enhanced security measures to protect County data and crucial services.
- Installation of new building networks as required such as OSU Extension, new Clinics, relocates, etc
- Enhance mobile / remote services including new options and cloud services.

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|-------------------|---|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % of days where all core networking infrastructure is operational (excluding scheduled maintenance) | 99.85% | 99.90% | 99.99% | 99.90% |
| Output | # Allocated supported connected devices (PC / Printers / Scanners / Laptops / CCTV) (w/o Smart phones) | 4,347 | 4,400 | 4,628 | 4,731 |
| Efficiency | Estimated annual Proposed program expenditure per allocated device (w/o Capital / Communications / Maint costs) | \$203.72 | ~ \$190.00 | \$174.56 | ~\$186.08 |

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation The amended budget of FY19-20 included an increase of \$322,684 as roll from prior year to complete several projects; TS1 beta-test of switches, procurement of multi-year maintenance agreements, new internet routers etc. This roll is not part of the FY20-21 Adopted Budget.



Technical Services

Network Services

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 78,300 | 177,000 | 387,684 | 407,684 | 106,000 | (281,684) | -72.7% |
| Charges for Service | 1,118,665 | 1,024,783 | 957,317 | 957,317 | 1,126,053 | 168,736 | 17.6% |
| Other Revenues | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | - | 0% |
| Operating Revenue | 1,168,665 | 1,074,783 | 1,007,317 | 1,007,317 | 1,176,053 | 168,736 | 16.8% |
| Total Rev - Including Beginning Bal | 1,246,965 | 1,251,783 | 1,395,001 | 1,415,001 | 1,282,053 | (112,948) | -8.1% |
| Personnel Services | 572,230 | 584,955 | 631,631 | 642,263 | 610,792 | (20,839) | -3.3% |
| Materials & Services | 254,424 | 119,346 | 682,176 | 595,544 | 569,700 | (112,476) | -16.5% |
| Indirect Costs (Internal Dept Chgs) | 76,361 | 76,522 | 59,073 | 59,073 | 89,440 | 30,367 | 51.4% |
| Capital Outlay | - | - | (10,000) | - | - | 10,000 | -100.0% |
| Cost Allocation Charges | 10,912 | 11,789 | 12,121 | 12,121 | 12,121 | - | 0.0% |
| Operating Expenditure | 913,927 | 792,612 | 1,375,001 | 1,309,001 | 1,282,053 | (92,948) | -6.8% |
| Total Exp - Including Special Categories | 913,927 | 792,612 | 1,375,001 | 1,309,001 | 1,282,053 | (92,948) | -6.8% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equip Pos (FTE) Budgeted | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | - | 0% |
| Full Time Equip Pos (FTE) Filled at Yr End | 3.00 | 3.00 | 3.00 | 3.00 | - | - | - |
| Full Time Equip Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

Significant Issues and Changes



Communication Services

Telecommunication Services

Purpose Statement

The purpose of Telecommunication Services is to provide phone, radio, security systems, audio visual, wiring and communications technical support services to County staff and other agencies so they can be secure in the work place and communicate reliably across unified leading edge systems with 24/7 support.

Performance Narrative

The Telecommunications Services Program adopted a budget of \$3,860,468, a decrease of \$741,568 (-16.1%) from current amended funding levels. These resources will continue to provide analysis, installation and reliable support of critical County communications, security systems and wiring to efficiently meet the business requirements of the County departments while maintaining flat rates.

Some priority projects include:

- Continue to upgrade the County phone switches to latest version to enhance performance and capabilities.
- Introduce new / enhanced Unified Communication Services such as integrated voice mail, Video Conferencing, Smart Call Centers, smart messaging etc.
- Install the Alertus Alert System in DSB / PSB and begin design for rest of the County.
- Replace the County CCTV Video storage array
- Assist with the technology design of the new County buildings such as OSU Extension and Courthouse.

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|-------------------|--|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % of days where there are no service interruptions to core telecomm services (excluding scheduled maintenance) | 100.00% | 99.50% | 100.00% | 99.99% |
| Result | Average response time for work orders (during scheduled business hours) in hours | 2.08 | 2.00 | 2.12 | 2.00 |
| Efficiency | Estimated annual \$ savings for County by utilizing Telecom work orders versus industry average | \$254,020 | \$250,000 | \$254,020 | \$263,790 |

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation The FY19-20 amended budget increase (\$828,978) is due to an supplemental increase with Operating Fund balance from FY18-19 planned for voice server upgrades. These upgrades are on hold until FY19-20 & FY20-21 along with a scheduled CCTV storage replacement.



Communications Services

Telecommunication Services

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 1,114,437 | 1,492,099 | 1,820,789 | 1,820,789 | 936,358 | (884,431) | -48.6% |
| Charges for Service | 2,718,417 | 2,852,283 | 2,781,247 | 2,830,581 | 2,924,110 | 142,863 | 5.1% |
| Other Revenues | 12,635 | 24,590 | - | 10,009 | - | - | 0% |
| Operating Revenue | 2,731,052 | 2,876,873 | 2,781,247 | 2,840,590 | 2,924,110 | 142,863 | 5.1% |
| Total Rev - Including Beginning Bal | 3,845,489 | 4,368,972 | 4,602,036 | 4,661,379 | 3,860,468 | (741,568) | -16.1% |
| Personnel Services | 794,457 | 836,687 | 1,089,871 | 970,827 | 1,067,730 | (22,141) | -2.0% |
| Materials & Services | 1,318,859 | 1,439,763 | 1,928,196 | 1,990,177 | 1,772,746 | (155,450) | -8.1% |
| Indirect Costs (Internal Dept Chgs) | 127,268 | 153,043 | 177,220 | 177,220 | 178,880 | 1,660 | 0.9% |
| Cost Allocation Charges | 59,388 | 62,802 | 81,797 | 81,797 | 81,112 | (685) | -0.8% |
| Capital Outlay | 53,418 | 55,888 | 1,324,952 | 505,000 | 760,000 | (564,952) | -42.6% |
| Operating Expenditure | 2,353,390 | 2,548,183 | 4,602,036 | 3,725,021 | 3,860,468 | (741,568) | -16.1% |
| Total Exp - Including Special Categories | 2,353,390 | 2,548,183 | 4,602,036 | 3,725,021 | 3,860,468 | (741,568) | -16.1% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.00 | 5.00 | | 6.00 | - | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | 1.00 | | - | - | | |

Significant Issues and Changes

> As part of the phone systems infrastructure for the County, Telecommunications operates 4 large phone servers. These are replaced or upgraded on average 1 every 2 years for a 8 year rotation. In order to keep rates flat, and have sufficient capital for maintaining the equipment, Telecommunications maintains an equipment replacement program that builds a capital replacement fund. Every other year a new server is procured / upgraded reducing this fund while the following year the fund is built back up and rolled into the next year. This results in sufficient funding to maintain the infrastructure without impacting rates but does cause a cyclic balance in Fund Balance and Capital Outlay.

> As with the Voice Servers, Telecommunications supports the Video Storage Arrays for the County's CCTV System. These are several large storage arrays that need to be upgraded / replaced every 4-5 years. This replacement program also maintains a capital reserve that rolls / grows year to year as needed to maintain the storage requirements for the County.



Communication Services

CBX

Purpose Statement

The purpose of the Clackamas Broadband eXchange (CBX) program is to provide fiber optic design, allocation, installation and maintenance services to County departments, public institutions, bandwidth intensive businesses and ISP Providers so they can experience fast, reliable connectivity at a low cost while also providing business opportunities.


Performance Narrative

The CBX Program adopted a budget of \$2,154,200 a decrease of \$300,340 (-12.2%) from current amended funding levels. These resources will continue to provide design, construction and reliable support of the fiber infrastructure to efficiently provide connectivity to public and private customers, maintain self sufficiency and managed growth while containing annual rate increases to an average of 5% or less. Continued expansion via construction to new customers is expected to continue. This program is fully self supportive.

Some priority projects include:

- Once approved, Implement the comprehensive business plan outlining the future direction of CBX and potential development into an Internet Services Provider (ISP) to provide services in underserved areas of the County
- Complete the Proof of Concept (POC) projects for delivery of Internet service via an ISP Partner
- Complete several large projects such as Washington County Traffic Signals and Denver COOP Connection, etc.

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|---|------------------------|--------------------|---------------------------------------|------------------------|
|  Result | \$ Annual estimated savings for public institutions utilizing CBX (includes redundant connections) | \$1,275,000 | \$1,300,000 | \$1,375,000 | \$1,550,000 |
| Result | % Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs) | 99.90% | 99.90% | 99.90% | 100.00% |
| Efficiency | \$ Average estimated program expenditure per mile of fiber supported w/o construction costs. | 265 miles @ \$3,146 | \$3,000 | 325 miles @ \$2,912 | 350 miles @ \$2,931 |

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 270,865 | 313,589 | 408,340 | 408,340 | 15,000 | (393,340) | -96.3% |
| Licenses & Permits | 29,531 | 33,508 | 38,000 | 38,000 | 39,000 | 1,000 | 2.6% |
| Charges for Service | 1,821,396 | 1,339,917 | 2,331,000 | 1,808,000 | 2,100,000 | (231,000) | -9.9% |
| Other Revenues | 2,255 | 6,963 | 200 | 200 | 200 | - | 0% |
| Operating Revenue | 1,853,182 | 1,380,388 | 2,369,200 | 1,846,200 | 2,139,200 | (230,000) | -9.7% |
| Total Rev - Including Beginning Bal | 2,124,047 | 1,693,977 | 2,777,540 | 2,254,540 | 2,154,200 | (623,340) | -22.4% |
| Personnel Services | 330,125 | 353,302 | 375,209 | 422,085 | 389,669 | 14,460 | 3.9% |
| Materials & Services | 289,353 | 268,746 | 477,105 | 449,229 | 474,709 | (2,396) | -0.5% |
| Indirect Costs (Internal Dept Chgs) | 50,907 | 51,014 | 59,073 | 59,073 | 59,627 | 554 | 0.9% |
| Cost Allocation Charges | 28,570 | 40,859 | 63,093 | 63,093 | 63,093 | - | 0% |
| Capital Outlay | 1,088,421 | 527,136 | 1,615,060 | 1,208,060 | 1,028,102 | (586,958) | -36.3% |
| Operating Expenditure | 1,787,376 | 1,241,057 | 2,589,540 | 2,201,540 | 2,015,200 | (574,340) | -22.2% |
| Special Payments | 23,082 | 44,581 | 38,000 | 38,000 | 39,000 | 1,000 | 2.6% |
| Contingency | - | - | 150,000 | - | 100,000 | (50,000) | -33.3% |
| Total Exp - Including Special Categories | 1,810,458 | 1,285,638 | 2,777,540 | 2,239,540 | 2,154,200 | (623,340) | -22.4% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 2.00 | 2.00 | - | 2.00 | - | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | |

Significant Issues and Changes

- > Since FY13-14, CBX has been operating independently of the NTIA grant as a self-sustaining, self funded program.
- > Many of the new fiber construction projects to extend the fiber plant out to new locations are actually funded by the customer being connected with CBX managing the project and after completion, assuming ownership and maintenance of the new fiber. The funding for these additional fiber projects is initially provided by CBX and then reimbursed back to CBX. This requires additional budget authority for CBX to both fund and receive reimbursement - this requires periodic supplemental budget adjustments to increase both the Charges for Services and Capital Outlay (Construction) budgets. This causes an "artificial" increase in expenses and revenues even though the projects are a net zero. This will occur through out the fiscal year as new projects are introduced and completed.



Enterprise Business Systems

Business Systems

Purpose Statement

The purpose of the Business Systems Program is to provide development, maintenance, integration, and support services for County human resources management, finance, payroll, and budget systems to Board of County Commissioners, County leadership and County staff so they can plan and manage their financial and human resource assets.


Performance Narrative

The Business Services Program adopted a budget of \$1,605,561 a decrease of \$382,373 (-19.2%) from current amended funding levels. These resources will continue to provide analysis, upgrades and reliable support of the County business systems to efficiently meet the business and operational requirements of the County departments.

Some priority project include:

- Upgrade of Workforce Time Keeping System. Several smaller upgrades to PeopleSoft HR & FIN Systems
- In coordination with Human Resources and Finance, analysis of current PeopleSoft implementation to determine potential long term Enterprise Resource Planning (ERP) solutions and costs.
- Assist as required in the implementation of Equal Pay Act
- Implement the new Budget System OpenGov to replace the old BRASS system
- Design and implement the restructured Finance Chart of Accounts in PeopleSoft and all sub-systems

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|---|--------------------|--------------------|---------------------------------------|--------------------|
|  | Result | | | | |
| | % of County respondents who rate business systems' services as good or excellent | 95.00% | 100% | 100% (Survey) | 100% |
| | Result | | | | |
| | % of days where core systems are operational (during normal business hours / excluding scheduled maintenance) | 99.90% | 100% | 99.65% | 99+% |
| | Efficiency | | | | |
| | \$ Estimated program Proposed expenditure per power user per system w/o maintenance costs. | | | | |
| | - Finance System @ 266 users | 4,375.12 | 4,,600.00 | 4,832.43 | 3,858.98 |
| | - HR System @ 180 users | 6,465.46 | 7,000.00 | 7,141.26 | 5,702.72 |
| | - HR ESS Self Service @ 2810 users | 414.16 | 450.00 | 457.45 | 365.30 |

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation FY18-19 & FY19-20 had PeopleSoft true up adjustments to the annual licensing agreement FY20-21 Transferred 1 FTE (MFR Coordinator) to Administration. This transfer will not be reflected in the Program Budget as a reduction until FY21-22.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 1,000 | 145,603 | 45,603 | 1,000 | (144,603) | -99.3% |
| Charges for Service | 1,562,134 | 2,136,959 | 1,842,331 | 1,842,331 | 1,604,561 | (237,770) | -12.9% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Operating Revenue | 1,562,134 | 2,136,959 | 1,842,331 | 1,842,331 | 1,604,561 | (237,770) | -12.9% |
| Total Rev - Including Beginning Bal | 1,562,134 | 2,137,959 | 1,987,934 | 1,887,934 | 1,605,561 | (382,373) | -19.2% |
| Personnel Services | 867,070 | 894,495 | 1,049,245 | 948,245 | 692,661 | (356,584) | -34.0% |
| Materials & Services | 430,760 | 805,365 | 738,131 | 738,131 | 597,695 | (140,436) | -19.0% |
| Indirect Costs (Internal Dept Chgs) | 152,722 | 153,043 | 177,220 | 177,220 | 149,067 | (28,153) | -15.9% |
| Cost Allocation Charges | 15,261 | 16,829 | 23,338 | 23,338 | 23,338 | - | 0% |
| Interfund Transfer | - | - | - | - | 142,800 | 142,800 | 0.0% |
| Capital Outlay | - | 1,174 | - | - | - | - | 0.0% |
| Operating Expenditure | 1,465,813 | 1,870,906 | 1,987,934 | 1,886,934 | 1,605,561 | (382,373) | -19.2% |
| Total Exp - Including Special Categories | 1,465,813 | 1,870,906 | 1,987,934 | 1,886,934 | 1,605,561 | (382,373) | -19.2% |
| General Fund Support (if applicable) | 1,393,772 | 1,931,959 | 1,637,331 | 1,637,331 | 1,399,561 | -237,770 | -14.5% |
| Full Time Equiv Pos (FTE) Budgeted | 6.00 | 6.00 | 5.00 | 5.00 | 4.00 | (1.00) | -20.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.00 | 5.00 | | 5.00 | - | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | 1.00 | | | - | | |

Significant Issues and Changes

- > In FY18-19 the ERP Manager retired. The position was reclosed to a Project Coordinator to manage multiple projects for TS and the County. The recruitment was awarded to a TS Technician from the Call Center. Position was moved to program 0216 Office of the Director. The vacant technician position was frozen then dropped from the budget so the FTE in this program was not replaced allowing a 1 FTE savings to the General Fund starting in mid FY19-20.
- > FY20-21 Transfer of MFR Coordinator to Administration. Will be reflected as a reduction in FY21-22



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CLACKAMAS
C O U N T Y



Public and Government Affairs

Sue Hildick, Director

**2051 Kaen Road
Oregon City, Oregon 97045
503-655-8751**

Website Address: <https://www.clackamas.us/pga>



Public and Government Affairs Department

Department Mission

The mission of the Department of Public and Government Affairs is to provide public engagement, intergovernmental and legislative relations, and consultation and communication services to the public, the Board of County Commissioners and all departments so they can build connections and trust between people and their government.

| | |
|---|--|
| Public and Government Affairs Department | |
| Sue Hildick FTE 22.00 | |
| Total Adopted \$ 5,038,931 | |
| General Fund Support \$ 744,160 | |

| |
|------------------------------|
| Administration |
| |
| Kellie Lute - Mgr |
| |
| Total Adopted \$1,236,645 |
| Gen Fund \$197,822 |

| |
|--|
| Communications, Engagement & Advocacy |
| |
| Deputy Director Public Information Officer & Policy Liaison Chris Lyons - Mgr |
| |
| Total Adopted \$3,802,286 |
| Gen Fund \$ 546,338 |

| |
|--|
| Office of the Director |
| |
| Kellie Lute - Mgr FTE 5.0 Total Adopted \$938,077 |
| Gen Fund \$197,822 |

| |
|--|
| Communications & Engagement |
| |
| Deputy Director Public Information Officer & Policy Liaison FTE 15.00 Total Adopted \$3,332,843 |
| Gen Fund \$ 480,398 |

| |
|---|
| Public, Educational & Government Access Channels |
| |
| Kellie Lute - Mgr FTE 0.0 Total Adopted \$298,568 |
| Gen Fund \$0 |

| |
|--|
| Government Affairs |
| |
| Chris Lyons - Mgr FTE 2.0 Total Adopted \$469,443 |
| Gen Fund \$65,940 |



Public and Government Affairs

Department Budget Summary by Fund

| <i>Line of Business</i> | FY 20-21 | FY 20-21 | FY 20-21 | FY 20-21 |
|--|--------------|-------------------------------|----------------------|---|
| <i>Program</i> | FTE | Public and Government Affairs | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Administration | | | | |
| Office of the Director | 5.00 | 938,077 | 938,077 | 197,822 |
| Public, Educational and Government Access Channels | 0.00 | 298,568 | 298,568 | - |
| Communications, Engagement & Advocacy | | | | |
| Communications & Engagement | 15.00 | 3,332,843 | 3,332,843 | 480,398 |
| Government Affairs | 2.00 | 469,443 | 469,443 | 65,940 |
| TOTAL | 22.00 | 5,038,931 | 5,038,931 | 744,160 |
| FY 19-20 Budget | 22.00 | 5,649,234 | 5,649,234 | 775,081 |
| \$ Increase (Decrease) | 0.00% | -610,303 | -610,303 | -30,921 |
| % Increase (Decrease) | 0.00% | -10.80% | -10.80% | -3.99% |

**General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants*

****After receiving \$791,285 in General Funds, the base operating budget for Public and Government Affairs is in the red by \$117,893 due to: projected 1% revenue reductions in Cable TV franchise fees of \$25,641, revenue reduction of \$60,000 from TS for Public, Education, and Government (PEG) program, and a 5% increase in personnel and allocated costs.**

*****As a result, PGA made budget cuts to Material and Services, prior to the 5, 10, and 15% budget reduction packages, totaling \$117,893.00**

******PGA's MFR Plan was totally revised and will be effective July 1, 2020. The revised plan has new performance measures and programs.**

*******Additional request of \$51,726 of general fund dollars being requested due to 2 new positions plus a reclassification of staff.**



Administration Line of Business

Office of the Director Program



Purpose Statement

The purpose of the Office of the Director is to provide operations and support services to the Public & Government Affairs team so they can achieve strategic and operational results for county elected officials, county administration and county departments.

Performance Narrative Statement

The Office of Director Program adopted a budget of \$938,077. This is a 2.7% increase, primarily due to the increased cost of personnel. These resources support office materials and services, training, and operations and support services to achieve strategic and operational results for county elected officials, county administration and departments.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|---|--|-----------------|-----------------|-----------------|--------------------------------|-----------------|
|  | Result % of employees receive annual performance evaluations | 100% | 100% | 90% | 58% | 90% |
|  | Result % of departments rate PGA services as good or excellent | 91% | 94% | 85% | 77% | 85% |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Performance Narratives

1. Result: This is an annual performance measure. As noted in past years, 100% of PGA employees receive an annual performance and regular performance feedback.

2. Result: Survey completed February 2020. This figure is lower than the FY 18-19 actual, based on survey comments, due to the challenges in the first year of PGA's new account team structure and the long-term problem identifying clear lines of authority, expectations and accountability around projects.



Administration Line of Business

Office of the Director Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Licenses & Permits | 732,409 | 844,208 | 754,122 | 723,774 | 412,606 | (341,516) | -45.3% |
| Charges for Service | | | | | 327,649 | 327,649 | 0% |
| Operating Revenue | 732,409 | 844,208 | 754,122 | 723,774 | 740,255 | (13,867) | -1.8% |
| Total Rev - Including Beginning Bal | 732,409 | 844,208 | 754,122 | 723,774 | 740,255 | (13,867) | -1.84% |
| Personnel Services | 709,608 | 661,875 | 810,271 | 821,271 | 832,420 | 22,149 | 2.7% |
| Materials & Services | 42,068 | 38,358 | 53,889 | 51,159 | 46,601 | (7,288) | -13.5% |
| Cost Allocation Charges | 42,148 | 57,618 | 51,726 | 51,726 | 59,056 | 7,330 | 14.2% |
| Operating Expenditure | 793,824 | 757,851 | 915,886 | 924,156 | 938,077 | 22,191 | 2.4% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 793,824 | 757,851 | 915,886 | 924,156 | 938,077 | 22,191 | 2.42% |
| General Fund Support / (Returned to Gen Fund) | 61,415 | (86,357) | 161,764 | 200,382 | 197,822 | 36,058 | 22.29% |
| Full Time Equiv Pos (FTE) Budgeted | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.00 | 4.00 | 5.00 | 5.00 | 5.00 | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | - | - | - | 0% |

Significant Issues and Changes

Reasons for % Changes from Prior Year Budget:

Licenses and Permits Revenue = 45.3% reduction in revenue due to reduced franchise fee revenue.

Material and Services Expenditures = 13.5% reduction - cuts made to these categories due to reduced franchise fee revenue and increase in personnel.

Cost Allocation Charges Expenditures = 14.2% increase due to facilities, utilities etc.




Public, Educational & Government (PEG) Access Channels Program

Purpose Statement

The purpose of the Public, Educational and Government Access Channels Program is to provide capital and institutional network funding to cable access channels in the County so they may deliver high quality and timely communications to the public.

Performance Narrative Statement

The Public, Educational & Government (PEG) Access Channels Program adopted a budget of \$298,568. This is a 34% reduction, primarily due fewer cable TV subscribers. In addition, the six cable access channels did not spend all of the anticipated allocation from FY18/19 leaving an ending fund balance. These resources provide capital and institutional network funding for facilities and equipment to the cable access channels in the County so they may deliver high quality and timely communications to the public.

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--|---|-----------------|-----------------|-----------------|--------------------------------|-----------------|
|  Result | % of PEG access centers rate PGA's customer service as timely, responsive and effective | 100% | 100% | 90% | Pending | 90% |

Program includes:

- Mandated Services No
- Shared Services No
- Grant Funding Yes

Explain all "Yes" boxes below

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

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

Explanation **Grant Funding:** PEG funding is collected from the customers of cable providers in unincorporated Clackamas County and distributed to the County per language in the franchise agreements. The PEG fund is a dedicated fund that can only be used by PEG access centers for equipment and facilities. This fund supports the equipment and facility needs for the following six access centers: Willamette Falls Media Center for the Public access channel; CTV5, a Public access center in Canby; Clackamas County for the Government access channel; Clackamas Community College for the higher Education channel; North Clackamas School District Sabin-Schellenberg Center, and Oregon City School District for the K-12 Education channels. Clackamas County has service agreements with each access center.

Performance Narrative

Result: The County interacts on a regular basis with the six access center, primarily to keep apprised of their projects that utilize PEG funding and review expenditures to ensure they comply with FCC guidelines for usage of PEG funds.

In early June, an annual survey is sent to the six PEG access centers to measure this result.



Public, Educational & Government (PEG) Access Channels Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 85,600 | 101,869 | 79,173 | 79,173 | - | (79,173) | -100.00% |
| Local Grants & Revenues | 327,490 | 323,605 | 310,879 | 304,661 | 298,568 | (12,311) | -3.96% |
| Interfund Transfers | 61,505 | 61,505 | 60,000 | | | (60,000) | -100.00% |
| Operating Revenue | 388,995 | 385,110 | 370,879 | 304,661 | 298,568 | (72,311) | -19.50% |
| Total Rev - Including Beginning Bal | 474,595 | 486,979 | 450,052 | 383,834 | 298,568 | (151,484) | -33.66% |
| Materials & Services | 320,063 | 403,155 | 450,052 | 383,834 | 298,568 | (151,484) | -33.66% |
| Capital Outlay | 52,663 | 4,651 | - | | | - | 0% |
| Operating Expenditure | 372,726 | 407,806 | 450,052 | 383,834 | 298,568 | (151,484) | -33.66% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 372,726 | 407,806 | 450,052 | 383,834 | 298,568 | (151,484) | -33.66% |
| General Fund Support / (Returned to Gen Fund) | | | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes

PEG funds are dedicated and can only be used by our six PEG access centers for equipment and facilities. In past years, the access centers have not utilized their entire allocations.

Due to alternative broadcasting options, cable customers are "cutting their cable cord". As a result PEG revenue is declining and will continue to decline in



Communications & Engagement Advocacy Line of Business






Communications & Engagement Program

Purpose Statement

The purpose of the Communications and Engagement Program is to provide strategic outreach and information, engagement, consultation and coordination services to county elected officials, departments, employees and community organizations so they can build public trust and awareness, deliver high quality services, and achieve their strategic and operational results.

Performance Narrative Statement

The Communications & Engagement Program adopts a budget of \$3,332,843, a slight reduction in current funding levels due to lower franchise fee revenue. These resources provide strategic outreach and information, engagement, consultation and coordination services to county elected officials, departments, employees and community organizations so they can build public trust and awareness, deliver high quality services, and achieve their strategic and operational results.

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--|---|-----------------|-----------------|-----------------|--------------------------------|-----------------|
|  Result | % of residents surveyed report that they are engaged with county government | 28% | 34% | 50% | Pending | 50% |
|  Result | % of residents surveyed report that they are aware of services provided by the county | 63% | 64% | 60% | Pending | 60% |
|  Result | % increase in social media followers (e.g., Facebook and Twitter) | 13% | 14% | 50% | 12% | 50% |
|  Result | % of press releases result in external coverage | 34% | 36% | 50% | 43% | 50% |
|  Output | # videos requested and provided | 314 | 299 | 125 | 116 | 125 |

Program includes:

Mandated Services No

Shared Services No

Grant Funding No

Explain all "Yes" boxes below

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

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

Explanation

Performance Narratives

1. Result: Biennial County Survey is being developed and will be released in the coming months.
2. Result: Biennial County Survey is being developed and will be released in the coming months.
3. Result: The 12% increase in social media followers at the six month mark is close to the FY 18-19 year-end actual of 14%



Communications, Engagement & Advocacy Line of Business

Communications and Engagement Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 93,283 | 1,382,471 | 75,000 | 75,000 | - | (75,000) | -100.00% |
| Licenses & Permits | 814,543 | 576,878 | 644,556 | 619,266 | 1,080,434 | 435,878 | 67.62% |
| Charges for Service (cost alloc shortfall) | 1,584,705 | 677,326 | 1,433,332 | 1,492,572 | 981,249 | (452,083) | -31.54% |
| Other Revenues | 668,469 | 677,092 | 765,211 | 765,211 | 790,761 | 25,550 | 3.34% |
| Operating Revenue | 3,067,717 | 1,931,296 | 2,843,099 | 2,877,049 | 2,852,444 | 9,345 | 0.33% |
| Total Rev - Including Beginning Bal | 3,161,000 | 3,313,767 | 2,918,099 | 2,952,049 | 2,852,444 | (65,655) | -2.25% |
| Personnel Services | 1,900,360 | 2,016,762 | 2,230,155 | 2,224,742 | 2,381,932 | 151,777 | 6.81% |
| Materials & Services | 798,450 | 913,083 | 1,077,290 | 1,083,236 | 793,427 | (283,863) | -26.35% |
| Cost Allocation Charges | 134,871 | 132,175 | 159,395 | 159,395 | 157,483 | (1,912) | -1.20% |
| Capital Outlay | 74,865 | - | - | - | - | - | 0% |
| Operating Expenditure | 2,908,546 | 3,062,020 | 3,466,840 | 3,467,373 | 3,332,842 | (133,998) | -3.87% |
| Total Exp - Including Special Categories | 2,908,546 | 3,062,020 | 3,466,840 | 3,467,373 | 3,332,842 | (133,998) | -3.87% |
| General Fund Support / (Returned to Gen Fund) | (252,454) | (251,747) | 548,741 | 515,324 | 480,398 | (68,343) | -12.45% |
| Full Time Equiv Pos (FTE) Budgeted | 14.00 | 15.00 | 15.00 | 15.00 | 15.00 | | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 14.00 | 15.00 | 15.00 | 15.00 | 15.00 | | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | | 0% |

Significant Issues and Changes

Reasons for % Changes from Prior Year Budget:

Beginning Fund Balance = 100% reduction as this was a request to carryover funds from prior year for County Brand Identity project as identified in the Board of County Commissioners MFR plan.

Licenses and Permits Revenue = 67.62% increase in part due to added revenue sources from departments to reimburse PGA for services and materials purchased and paid for on behalf of departments.



Communications & Engagement Advocacy Line of Business



Government Affairs Program

Purpose Statement

The purpose of the Government Affairs Program is to provide intergovernmental connections and relationship building, strategic policy development and messaging, legislative, advocacy and outreach services to county elected officials and departments so they can build key partnerships to achieve policy goals important to Clackamas County, with special emphasis on the strategic results in the BCC Strategic Plan.

Performance Narrative Statement

The Government Affairs Program adopted a budget of \$469,443, a 46.3% reduction as this is the last year of funding for the Willamette Falls Locks program. These resources provide intergovernmental connections and relationship building, strategic policy development and messaging, legislative, advocacy and outreach services to county elected officials and departments so they can build key partnerships to achieve policy goals important to Clackamas County, with special emphasis on the strategic results in the BCC Strategic Plan.

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--|--|-----------------|-----------------|-----------------|--------------------------------|-----------------|
|  Result | % of state legislative goals achieved or on target | 94% | 72% | 70% | Pending | 70% |
|  Result | % of federal legislative goals achieved or on target | 40% | 69% | 50% | Pending | 50% |

Program includes:

- Mandated Services No
- Shared Services No
- Grant Funding Yes

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

Explanation **Grant Funding:** In 2016, the Oregon State Legislature awarded \$500,000 to Clackamas County for the Willamette Falls Locks. This funding was earmarked for repairs of the Locks and an economic benefits study. In 2017, the Oregon State Legislature reallocated funds to be spent to support the Willamette Falls Locks State Commission. All funds for this grant will be expended in FY 19-20.

Performance Narratives

1. Result: The 2020 short Legislative Session for Oregon will begin February 3, 2020 and end March 8, 2020. The result for state goals will not be known until the Legislature adjourns at that time.
2. Result: The first session of the 116th Congress convened on January 3, 2020, and will end in late 2020. The result for federal goals will not be known until Congress adjourns at that time.



Communications, Engagement & Advocacy Line of Business

Government Affairs Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 500,000 | 532,423 | 300,445 | 300,445 | - | (300,445) | -100.0% |
| Licenses & Permits | 383,903 | 433,181 | 407,790 | 391,170 | 287,787 | (120,003) | -29.4% |
| Local Grants & Revenues | 60,000 | 60,000 | - | - | - | - | 0% |
| Charges for Service | 220,000 | - | - | - | 109,216 | 109,216 | 0% |
| Other Revenues | 14,070 | 83,939 | 43,645 | 43,645 | 6,500 | (37,145) | -85.1% |
| Operating Revenue | 677,973 | 577,120 | 451,435 | 434,815 | 403,503 | (47,932) | -10.6% |
| Total Rev - Including Beginning Bal | 1,177,973 | 1,109,543 | 751,880 | 735,260 | 403,503 | (348,377) | -46.3% |
| Personnel Services | 303,400 | 321,765 | 348,752 | 348,739 | 359,915 | 11,163 | 3.2% |
| Materials & Services | 315,266 | 439,700 | 446,467 | 418,886 | 89,844 | (356,623) | -79.9% |
| Cost Allocation Charges | 16,857 | 14,294 | 21,237 | 21,237 | 19,684 | (1,553) | -7.3% |
| Operating Expenditure | 635,523 | 775,759 | 816,456 | 788,862 | 469,443 | (347,013) | -42.5% |
| Total Exp - Including Special Categories | 635,523 | 775,759 | 816,456 | 788,862 | 469,443 | (347,013) | -42.5% |
| General Fund Support / (Returned to Gen Fund) | (542,450) | (333,784) | 64,576 | 53,602 | 65,940 | 1,364 | 2.1% |
| Full Time Equiv Pos (FTE) Budgeted | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes

Reasons for % Changes from Prior Year Budget:

Reductions in Government Affairs are all due to the complete expenditure of the Willamette Falls Locks project funding in FY19-20 along with a reduction in Franchise Fee revenue.

Beginning Fund Balance Revenue = 100% reduction

Licenses and Permits Revenue = 29.4% reduction

Other Revenue = 85.1% reduction

Material and Services Expenditures = 79.9% reduction



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CLACKAMAS
C O U N T Y



Health, Housing, and Human Services

Richard Swift, Director

**2051 Kaen Road
Room 239
Oregon City, Oregon 97045
503-650-5697**

Website Address: <http://www.clackamas.us/h3s/>



Health, Housing and Human Services Department

Department Mission

The mission of the Health, Housing, and Human Services Department is to provide access, coordination, healthcare, housing, and prevention services to individuals, families, and communities so they can experience inclusion, prosperity, and an improved quality of life.

Health, Housing and Human Services Department

Richard Swift - Director
 Rodney Cook - Deputy Director
 FTE 581.53
 Total Adopted \$ 154,130,065

General Fund Support \$ 10,304,801

| | | | |
|--|---|--|--|
| H3S Administration Richard Swift - Department Director Total Adopted \$4,067,567 Gen Fund \$ 1,605,345 | Behavioral Health Division Mary Rumbaugh - Division Director Total Adopted \$27,129,570 Gen Fund \$ 806,401 | Children, Family & Community Connections Adam Freer - Division Director Total Adopted \$10,365,473 Gen Fund \$ 2,337,379 | Health Centers Deborah Cockrell - Division Director Total Adopted \$55,121,699 Gen Fund \$ 518,909 |
| Director's Office FTE 9 Total Adopted \$4,067,567 Gen Fund \$ 1,605,345 | Safety Net Services FTE 29.54 Total Adopted \$6,651,560 Gen Fund \$ 463,024 | Prevention Services FTE 11.6 Total Adopted \$6,129,680 Gen Fund \$ 1,478,328 | Primary Care FTE 91.62 Total Adopted \$15,420,300 Gen Fund \$ - |
| | Behavioral Health System of Care FTE 25.5 Total Adopted \$10,276,096 Gen Fund \$ - | Weatherization FTE 9 Total Adopted \$2,101,128 Gen Fund \$ - | Dental FTE 31.85 Total Adopted \$6,133,504 Gen Fund \$ - |
| | Prevention and Stigma Reduction FTE 2.25 Total Adopted \$619,735 Gen Fund \$ - | Workforce FTE 12 Total Adopted \$2,134,665 Gen Fund \$ 859,051 | Behavioral Health Clinics FTE 87.79 Total Adopted \$15,134,059 Gen Fund \$ - |
| | Peer Delivered FTE 1.25 Total Adopted \$2,540,091 Gen Fund \$ - | | HC Administration FTE 33.25 Total Adopted \$18,433,836 Gen Fund \$ 518,909 |
| | BH Administration FTE 22 Total Adopted \$7,042,088 Gen Fund \$ 343,377 | | |



Health, Housing and Human Services Department

Department Mission

The mission of the Health, Housing, and Human Services Department is to provide access, coordination, healthcare, housing, and prevention services to individuals, families, and communities so they can experience inclusion, prosperity, and an improved quality of life.

| | |
|--|--|
| Health, Housing and Human Services Department | |
| Richard Swift - Director | |
| Rodney Cook - Deputy Director | |
| FTE 581.53 | |
| Total Adopted \$ 154,130,065 | |
| General Fund Support \$ 10,304,801 | |

| |
|--|
| Housing & Community Development |
| Mark Sirios & Pamela Anderson - Community Development Managers |
| Total Adopted \$8,024,146 |
| Gen Fund \$ 40,781 |

| |
|---|
| Public Health |
| Vacant ¹ - Division Director |
| Total Adopted \$12,574,330 |
| Gen Fund \$ 2,122,720 |

| |
|-----------------------------------|
| Social Services |
| Brenda Durbin - Division Director |
| Total Adopted \$36,847,280 |
| Gen Fund \$ 2,873,266 |

| |
|------------------------------|
| Community Development |
| FTE 9.6 |
| Total Adopted \$8,024,146 |
| Gen Fund \$ 40,781 |

| |
|--------------------------|
| PH Administration |
| FTE 4.05 |
| Total Adopted \$839,631 |
| Gen Fund \$ 26,228 |

| |
|---|
| The Center for Public Health Advancement |
| FTE 6.19 |
| Total Adopted \$2,943,290 |
| Gen Fund \$ 458,377 |

| |
|---------------------------|
| SS Administration |
| FTE 17 |
| Total Adopted \$6,892,638 |
| Gen Fund \$ 509,845 |

| |
|---------------------------|
| Housing Support |
| FTE 15.73 |
| Total Adopted \$6,167,902 |
| Gen Fund \$ 1,696,631 |

| |
|-----------------------------|
| Environmental Health |
| FTE 10.22 |
| Total Adopted \$1,748,261 |
| Gen Fund \$ 6,695 |

| |
|--|
| Infectious Disease Control and Prevention |
| FTE 8.28 |
| Total Adopted \$1,696,598 |
| Gen Fund \$ 269,815 |

| |
|-----------------------------------|
| Developmental Disabilities |
| FTE 81.53 |
| Total Adopted \$13,057,462 |
| Gen Fund \$ - |

| |
|------------------------------------|
| Oregon Project Independence |
| FTE 4.4 |
| Total Adopted \$665,988 |
| Gen Fund \$ - |

| |
|-------------------------------------|
| Population Health Strategies |
| FTE 7.5 |
| Total Adopted \$1,415,590 |
| Gen Fund \$ 619,077 |

| |
|-------------------------|
| Vital Statistics |
| FTE 2.58 |
| Total Adopted \$366,517 |
| Gen Fund \$ - |

| |
|-----------------------------|
| Volunteer Connection |
| FTE 10.2 |
| Total Adopted \$1,860,035 |
| Gen Fund \$ 107,172 |

| |
|---|
| Aging and Disability Resource Connection |
| FTE 5.6 |
| Total Adopted \$2,605,414 |
| Gen Fund \$ - |

| |
|---------------------------|
| Access to Care |
| FTE 17.73 |
| Total Adopted \$3,564,443 |
| Gen Fund \$ 742,528 |

| |
|--------------------------|
| Veterans Services |
| FTE 5.27 |
| Total Adopted \$829,016 |
| Gen Fund \$ 559,618 |

| |
|---------------------------|
| Energy Assistance |
| FTE 9 |
| Total Adopted \$4,768,825 |
| Gen Fund \$ - |

¹ Department Director, Richard Swift is currently serving as Acting Public Health Director



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CLACKAMAS
C O U N T Y



Health, Housing and Human Services Department

Department Budget Summary by Fund

| Line of Business | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 |
|---|---------------|-------------------------|----------------------------------|---|-------------------------------|----------------------------|--------------------|----------------------|----------------------|---|----------|
| Program | FTE | H3S Administration Fund | Clackamas Behavioral Health Fund | Children, Family & Community Connections Fund | Clackamas Health Centers Fund | Community Development Fund | Public Health Fund | Social Services Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** | |
| H3S Administration | | | | | | | | | | | |
| Director's Office | 9.00 | 4,067,567 | | | | | | | 4,067,567 | 1,605,345 | |
| Behavioral Health Division | | | | | | | | | | | |
| Safety Net Services | 29.54 | | 6,651,560 | | | | | | 6,651,560 | 463,024 | |
| System of Care | 25.50 | | 10,276,096 | | | | | | 10,276,096 | - | |
| Prevention and Stigma Reduction | 2.25 | | 619,735 | | | | | | 619,735 | - | |
| Peer Delivered | 1.25 | | 2,540,091 | | | | | | 2,540,091 | - | |
| BH Administration | 22.00 | | 7,042,088 | | | | | | 7,042,088 | 343,377 | |
| Children, Family & Community Connections | | | | | | | | | | | |
| Prevention Services | 11.60 | | | 6,129,680 | | | | | 6,129,680 | 1,478,328 | |
| Weatherization | 9.00 | | | 2,101,128 | | | | | 2,101,128 | - | |
| Workforce | 12.00 | | | 2,134,665 | | | | | 2,134,665 | 859,051 | |
| Health Centers | | | | | | | | | | | |
| HC Administration | 33.25 | | | | 18,433,836 | | | | 18,433,836 | 518,909 | |
| Primary Care | 91.62 | | | | 15,420,300 | | | | 15,420,300 | - | |
| Dental | 31.85 | | | | 6,133,504 | | | | 6,133,504 | - | |
| Behavioral Health Clinics | 87.79 | | | | 15,134,059 | | | | 15,134,059 | - | |
| Housing & Community Development | | | | | | | | | | | |
| Community Development | 9.60 | | | | | 8,024,146 | | | 8,024,146 | 40,781 | |
| Public Health | | | | | | | | | | | |
| PH Administration | 4.05 | | | | | | 839,631 | | 839,631 | 26,228 | |
| Environmental Health | 10.22 | | | | | | 1,748,261 | | 1,748,261 | 6,695 | |
| Population Health Strategies | 7.50 | | | | | | 1,415,590 | | 1,415,590 | 619,077 | |
| Access to Care | 17.73 | | | | | | 3,564,443 | | 3,564,443 | 742,528 | |
| The Center for Public Health Advancement | 6.19 | | | | | | 2,943,290 | | 2,943,290 | 458,377 | |
| Infectious Disease Control and Prevention | 8.28 | | | | | | 1,696,598 | | 1,696,598 | 269,815 | |
| Vital Statistics | 2.58 | | | | | | 366,517 | | 366,517 | - | |
| Social Services | | | | | | | | | | | |
| SS Administration | 17.00 | | | | | | | 6,892,638 | 6,892,638 | 509,845 | |
| Developmental Disabilities | 81.53 | | | | | | | 13,057,462 | 13,057,462 | - | |
| Volunteer Connection | 10.20 | | | | | | | 1,860,035 | 1,860,035 | 107,172 | |
| Veterans Service | 5.27 | | | | | | | 829,016 | 829,016 | 559,618 | |
| Housing Support | 15.73 | | | | | | | 6,167,902 | 6,167,902 | 1,696,631 | |
| Oregon Project Independence | 4.40 | | | | | | | 665,988 | 665,988 | - | |
| Aging and Disability Resource Connection | 5.60 | | | | | | | 2,605,414 | 2,605,414 | - | |
| Energy Assistance | 9.00 | | | | | | | 4,768,825 | 4,768,825 | - | |
| TOTAL | 581.53 | 4,067,567 | 27,129,570 | 10,365,473 | 55,121,699 | 8,024,146 | 12,574,330 | 36,847,280 | 154,130,065 | 10,304,801 | |
| FY 19/20 Budget | 577.34 | 4,894,720 | 29,943,565 | 11,602,258 | 58,309,307 | 8,451,207 | 11,523,839 | 38,184,101 | 162,908,997 | 11,699,385 | |
| \$ Increase (Decrease) | 4.19 | -827,153 | -2,813,995 | -1,236,785 | -3,187,608 | -427,061 | 1,050,491 | -1,336,821 | -8,778,932 | -1,394,584 | |
| % Increase (Decrease) | 0.73% | -16.90% | -9.40% | -10.66% | -5.47% | -5.05% | 9.12% | -3.50% | -5.39% | -11.92% | |

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



H3S Administration

Director's Office

Purpose Statement

The purpose of the Director's Office Team is to provide coordination, direction, research, alignment, instruction, budget, contracting, and support services to H3S staff so they can meet service and program goals at a high level.

Performance Narrative

The H3S Director's Office adopts a budget of \$4,067,567. The Office serves as the central administration for all of H3S, and tracks several measures across divisions. The office is staffed with expertise in Housing Policy, LEAN/Process Improvement, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Management, Budgeting, and Suicide Prevention.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of (12/31/19) | FY 20-21 Target |
|------------------|--|--------------------|--------------------|--------------------|---|--------------------|
| RESULT | Percentage of results in H3S Performance Clackamas plan that are met by H3S divisions. ¹ | New | 76% ¹ | 70% | 70% ¹ | 70% |
| STRATEGIC RESULT | By 2024, 90% of H3S Employee Satisfaction Surveys will indicate that employees are showing each other respect and support. | 82.2% | 90.3% | 90% | NA ² | 90% |

¹ Measurement and definitions around several H3S results are still being developed. The figure shown above is a proxy measure. It is the percentage of key performance measures presented in this budget that are on target.

² H3S did not survey employees in FY19-20, deferring instead to the county-wide survey effort conducted by Human Resources and TalentMap™

Program includes:

- Mandated Services N
- Shared Services N
- Grant Funding N



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 801,016 | 503,087 | 1,463,778 | 1,463,778 | 1,012,390 | (451,388) | -30.8% |
| State Revenue | 4,700 | - | - | - | - | - | 0% |
| Charges for Services | 906,442 | 1,427,897 | 1,374,756 | 1,378,114 | 1,330,832 | (43,924) | -3.2% |
| Miscellaneous Revenue | 14,494 | 21,702 | - | 16,900 | - | - | 0% |
| I/F Transfer from General Fund | 613,522 | 1,898,632 | 2,136,025 | 2,086,025 | 1,724,345 | (411,680) | -19.3% |
| Operating Revenue | 1,539,158 | 3,348,231 | 3,510,781 | 3,481,039 | 3,055,177 | (455,604) | -13.0% |
| Total Rev - Including Beginning Bal | 2,340,174 | 3,851,318 | 4,974,559 | 4,944,817 | 4,067,567 | (906,992) | -18.2% |
| Personnel Services | 1,042,616 | 1,227,464 | 1,601,700 | 1,472,245 | 1,661,371 | 59,671 | 3.7% |
| Materials & Services | 277,789 | 985,337 | 1,575,732 | 1,216,940 | 1,128,192 | (447,540) | -28.4% |
| Indirect Costs (Internal Dept Chgs) | - | - | - | - | - | - | 0% |
| Cost Allocation Charges | 82,921 | 88,591 | 100,856 | 100,856 | 119,731 | 18,875 | 18.7% |
| Operating Expenditure | 1,403,326 | 2,301,392 | 3,278,288 | 2,790,041 | 2,909,294 | (368,994) | -11.3% |
| Special Payments | - | - | 659,226 | 659,226 | 793,060 | 133,834 | 20.3% |
| Interfund Transfers | 433,761 | 86,149 | 483,160 | 483,160 | 245,213 | (237,947) | -49.2% |
| Contingency | - | - | 553,885 | - | 120,000 | - | - |
| Total Exp - Including Special Categories | 1,837,087 | 2,387,541 | 4,974,559 | 3,932,427 | 4,067,567 | (473,107) | -18.2% |
| General Fund Support (if applicable) | 613,522 | 1,818,632 | 1,855,025 | 1,855,025 | 1,605,345 | (249,680) | -13.5% |
| Full Time Equiv Pos (FTE) Budgeted | 8.00 | 9.00 | 9.00 | 9.00 | 9.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 7.00 | 7.00 | - | 8.00 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | 2.00 | - | 1.00 | - | - | 0% |

Significant Issues and Changes

There are limited year over year changes in Administration in terms of staffing and ongoing funding levels. The reduction in Beginning Balance is largely in the program associated with the affordable housing and homelessness prevention Policy Level Proposal that was issued to the department in FY 18-19. Funding for that program was made available as of July 1, 2018, but it took a number of months to develop programming and service delivery. This lag resulted in a fund balance that will be drawn down over the next two fiscal years as programming is planned to exceed the \$1.2 million allocation.

The affordable housing and homelessness prevention Policy Level Proposal is allocated for planning, supported housing, housing development, countywide houseless services, veteran housing services, public housing resident services, and various utility and maintenance payments for the Veterans' Village. Examples of key outcomes and/or deliverables include:

- A research product that identifies frequent users of emergency services, quantifies their systemic costs to the public, and targets housing interventions. This report was completed early in FY 19 - 20.
- Case management for our largest CoC program (Shelter + Care, approximately \$450,000 annually), of which a significant percentage would be at risk of turn-back without this case management. The funding levels of this Federally-funded program are based on utilization, so this program risked having a decrease in funding in coming years without this investment from the General Fund.
- Case management, Residents Services and Peer Support Services to extremely vulnerable Public Housing residents, of which a significant percentage would be at risk of losing their housing without the additional capacity on the Resident Services team. The additional capacity allows for staff to connect residents to important community resources like food, workforce, credit building, health care etc.
- Emergency housing services for 85 high-risk households fleeing domestic violence with the goal of transitioning 80% to permanent housing.
- Gap funding to help low-income residents access available housing (e.g., assistance with first and last months' rent, security deposits).
- 24 units of emergency shelter beds and ongoing case management in partnership with Providence and faith community partners.



Behavioral Health Division Line of Business

Safety Net Services Program

Purpose Statement

The purpose of the Safety Net Services Program is to provide low barrier and timely trauma informed crisis, safety net and monitoring services to individuals with a high level of behavioral health need and risk so they can connect with community supports and services, reduce their reliance on higher levels of care and remain safely in the community.

Performance Narrative

The Safety Net Services program has an adopted budget of \$6,651,560. This is a maintenance level budget. Funding allows for FTE to provide discharge planning from the county jail, an intensive treatment team to provide discharge planning from an inpatient hospital, a community outreach team to address individuals in the community coming to the attention of law enforcement prior to arrest and the urgent mental health walk-in clinic as a way to avoid arrest or unnecessary hospitalization. In addition, this funding addresses contractually required elements including the requirement to provide 24-7 mobile crisis to individuals experiencing a mental health crisis in the community within one hour of the request and 24-7 crisis line response to any member of the community.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (3/31/20) | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT | Percent of safety net clients, receiving jail diversion services, that do not get re-arrested in Clackamas County within 90 days. | 70% | 72% | 70% | 54% ¹ | 70% |
| RESULT | Percent of Medicaid or uninsured patients that do not get readmitted to a hospital within 30 days. | 85% | 89% | 85% | 87% | 85% |

¹ Actual as of 12/31/2019. We anticipate that this will be a one-time dip in performance. Changes at the state level caused us to divert program resources to focus heavily on Aid & Assist. We recently made staffing adjustments to supplement jail diversion efforts and expect performance to climb back toward previous levels.

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Safety Net program are partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement. The CFAA indicates which services are mandated: * 24-7 crisis line, 24-7 mobile crisis response, and Involuntary Commitment Program.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 562,307 | 1,212,345 | 1,581,985 | 1,581,985 | 1,473,439 | (108,546) | 30.5% |
| Prior Year Revenue | 190,083 | - | - | - | - | - | 0% |
| State Grants & Revenues | 5,011,566 | 5,002,866 | 4,379,252 | 4,581,759 | 4,494,627 | 115,375 | -8.4% |
| Local Grants & Revenues | 24,117 | - | - | - | - | - | 0% |
| Charges for Service | 232,390 | 203,281 | 224,593 | 221,320 | 219,870 | (4,723) | 8.9% |
| Other Revenues | 2,394 | 730 | 720 | 600 | 600 | (120) | -17.8% |
| Interfund Transfers | 824,482 | 824,482 | 605,330 | 605,300 | 463,024 | (142,306) | -26.6% |
| Operating Revenue | 6,285,032 | 6,031,359 | 5,209,895 | 5,408,979 | 5,178,121 | (140,320) | -10.3% |
| Total Rev - Including Beginning Bal | 6,847,339 | 7,243,704 | 6,791,880 | 6,990,964 | 6,651,560 | (172,094) | -3.5% |
| Personnel Services | 3,972,477 | 3,532,887 | 4,201,224 | 3,726,105 | 4,144,158 | (57,066) | 5.5% |
| Materials & Services | 707,120 | 713,303 | 999,801 | 577,337 | 851,294 | (148,507) | -19.1% |
| Indirect Costs (Internal Dept Chgs) | 594,308 | 461,239 | 545,648 | 391,257 | 511,359 | (34,289) | -15.2% |
| Cost Allocation Charges | 479,652 | 377,489 | 387,563 | 401,274 | 384,256 | (3,307) | 6.3% |
| Operating Expenditure | 5,753,557 | 5,084,918 | 6,134,236 | 5,095,973 | 5,891,067 | (243,169) | 0.2% |
| Contingency | - | - | 657,644 | - | 760,493 | (102,849) | 0% |
| Total Exp - Including Special Categories | 5,753,557 | 5,084,918 | 6,791,880 | 5,095,973 | 6,651,560 | (532,121) | 0.2% |
| General Fund Support (if applicable) | 824,482 | 824,482 | 605,330 | 605,300 | 463,024 | 142,306 | -26.6% |
| Full Time Equiv Pos (FTE) Budgeted | 34.54 | 30.54 | 31.54 | 30.54 | 29.54 | | 0.0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 34.54 | 30.54 | | 26.54 | | | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 0.00 | 0.00 | | 4.00 | | | 0% |

Significant Issues and Changes

The Safety Net Service programs budget reflects a slight reduction in funding due to the way we access flexible funding for client supports. The new process involves requesting approval for purchases and submitting expenditure for reimbursement.

1.0 FTE reduction of due to reduction in County General Fund



Behavioral Health Division Line of Business

Behavioral Health System of Care Program

Purpose Statement

The purpose of the Behavioral Health System of Care Program is to provide coordination, support, assessment, and referral services to Clackamas County Residents so they can access behavioral health resources that match their needs.

Performance Narrative

The Behavioral Health System of Care has an adopted budget of \$10,276,096. This represents a decrease due from previous years due to changes in how the State pays Residential Treatment providers and our relationship with Health Share of Oregon (Medicaid). We continue to have a high response rate to individuals calling the customer service line seeking assistance with most individuals receiving assistance when they call. We have cross-trained staff at two locations to help assist with call volume during higher periods of calls to ensure a high response rate.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (3/31/20) | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT | By 2025, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need. | 85% | 87% | 95% | 87% | 90% ¹ |

¹ While the long-term target for this measure is 95%, a reasonable stretch goal for the next fiscal year is 90%.

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 System of Care programs are funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement.



Behavioral Health Division Line of Business

Behavioral Health System of Care Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|-------------------------------------|
| Beginning Balance | 2,096,158 | 4,666,393 | 2,870,662 | 2,870,662 | 3,028,090 | 157,428 | 5.5% |
| Prior Year Revenue | 1,974,811 | - | - | - | - | - | 0% |
| Federal Grants & Revenues | 929,448 | 326,719 | 795,999 | 721,227 | 1,034,675 | 238,676 | 30.0% |
| State Grants & Revenues | 10,836,503 | 8,697,942 | 11,227,101 | 7,258,714 | 6,213,331 | (5,013,770) | -44.7% |
| Local Grants & Revenues | - | - | 16,757 | - | - | (16,757) | -100.0% |
| Other Revenues | 363,326 | 258,314 | - | 4,330 | - | - | 0% |
| Operating Revenue | 14,104,089 | 9,282,975 | 12,039,857 | 7,984,271 | 7,248,006 | (4,791,851) | -39.8% |
| Total Rev - Including Beginning Bal | 16,200,247 | 13,949,368 | 14,910,519 | 10,854,933 | 10,276,096 | (4,634,423) | -31.1% |
| Personnel Services | 2,132,937 | 2,536,553 | 3,415,950 | 3,100,652 | 3,262,730 | (153,220) | -4.5% |
| Materials & Services | 7,677,858 | 7,490,817 | 8,500,490 | 3,042,629 | 4,763,712 | (3,736,778) | -44.0% |
| Indirect Costs (Internal Dept Chgs) | 317,647 | 331,412 | 437,234 | 321,367 | 408,024 | (29,210) | -6.7% |
| Cost Allocation Charges | 256,640 | 255,205 | 319,556 | 328,853 | 323,344 | 3,788 | 1.2% |
| Operating Expenditure | 10,385,082 | 10,613,987 | 12,673,230 | 6,793,501 | 8,757,810 | (3,915,420) | -30.9% |
| Special Payments | 568,767 | 259,908 | 193,700 | 162,000 | 586,200 | 392,500 | 202.6% |
| Contingency | - | - | 2,043,589 | - | 932,086 | (1,111,503) | -54.4% |
| Total Exp - Including Special Categories | 10,941,391 | 10,873,895 | 14,910,519 | 6,955,501 | 10,276,096 | (4,634,423) | -31.1% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 24.00 | 24.00 | 25.20 | 25.70 | 25.50 | 0.30 | 1.2% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 24.00 | 24.00 | | 24.70 | | 0.00 | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 0.00 | 0.00 | | 1.00 | | 0.00 | 0% |

Significant Issues and Changes

Oregon Health Authority change in how residential treatment providers access funding for clients has resulted in a reduction of funds for this program. In past years these funds were passed through the County. Now they are distributed directly by the State to providers. A Supplemental Budget Adjustment will be processed to reduce the FY 19-20 Budget to reflect this change.

As of January 1, 2020, Clackamas County is no longer a Risk Accepting Entity for HealthShare, this has resulted in a reduction of funding. This budget reflects a reduction in the following;

- 0.20 FTE from Management team
- Reduction in service contracts
- Reduction in funding for none contractual activities



Behavioral Health Division Line of Business

Prevention and Stigma Reduction Program

Purpose Statement

The purpose of the Prevention and Stigma Reduction Program is to provide consultation and education services to Clackamas County residents so they can promote and support behavioral health in their lives and community.

Performance Narrative

The Prevention and Stigma Reduction Program has a budget of \$619,735. This represents a decrease in budget due to change in our relationship with Health Share of Oregon (Medicaid). This program continues to focus on community-based training to help address mental health stigma and provide community members basic tools to help an individual who may be experiencing mental health distress.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (3/31/20) | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT | Percent of Get Trained to Help participants report taking action(s) they could not otherwise taken. | - | 76% | 70% | 77% | 70% |

Program includes:

- Mandated Services N
- Shared Services N
- Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation The Prevention program is partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement. 30-60 days after taking a GTTH class, each participant receives a survey through Get Trained to Help.



Behavioral Health Division Line of Business

Prevention and Stigma Reduction Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 25,242 | 210,266 | 135,739 | 135,739 | 248,437 | 112,698 | 83.0% |
| Prior Year Revenue | 274,790 | - | - | - | - | - | 0% |
| Federal Grants & Revenues | - | 4,738 | - | - | - | - | 0% |
| State Grants & Revenues | 445,991 | 963,542 | 763,672 | 701,752 | 371,298 | (392,374) | -51.4% |
| Local Grants & Revenues | - | 6,100 | - | - | - | - | 0% |
| Other Revenues | 2,500 | 1,000 | - | 299 | - | - | 0% |
| Operating Revenue | 723,281 | 975,380 | 763,672 | 702,051 | 371,298 | (392,374) | -51.4% |
| Total Rev - Including Beginning Bal | 748,523 | 1,185,646 | 899,411 | 837,790 | 619,735 | (279,676) | -31.1% |
| Personnel Services | 324,429 | 335,620 | 317,402 | 376,225 | 279,342 | (38,060) | -12.0% |
| Materials & Services | 237,665 | 237,050 | 406,485 | 191,278 | 187,373 | (219,112) | -53.9% |
| Indirect Costs (Internal Dept Chgs) | 48,587 | 43,838 | 42,406 | 36,161 | 39,349 | (3,057) | -7.2% |
| Cost Allocation Charges | 39,882 | 36,353 | 30,446 | 37,693 | 33,345 | 2,899 | 9.5% |
| Operating Expenditure | 650,563 | 652,861 | 796,739 | 641,357 | 539,409 | (257,330) | -32.3% |
| Interfund Transfers | - | - | 50,000 | 50,000 | 50,000 | - | 0% |
| Contingency | - | - | 52,672 | - | 30,326 | (22,346) | -42.4% |
| Total Exp - Including Special Categories | 650,563 | 652,861 | 899,411 | 691,357 | 619,735 | (279,676) | -31.1% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 2.00 | 2.00 | 2.40 | 2.65 | 2.25 | -0.15 | -6.3% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 2.00 | 2.00 | | 2.65 | | 0.00 | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 0.00 | 0.00 | | 0.00 | | 0.00 | 0% |

Significant Issues and Changes

Reduction in Medicaid funding from Health Share for these programs has resulted in reduction of 0.40 FTE from Management team



Behavioral Health Division Line of Business

Peer Delivered Services Program

Purpose Statement

The purpose of the Peer Delivered Services Program is to provide peer outreach, support and recovery services to residents of Clackamas County experiencing mental health or addiction issues so they can partner with someone with similar life experiences to advocate for themselves and define and achieve their own recovery goals that lead to an increase in quality of life.

Performance Narrative

The Peer Delivered Services Program has a budget of \$2,540,091. This is a maintenance level budget for this program area. Contracted peer organizations assist individuals with mental health and substance use challenges move through and to recovery. These individuals are positively impacted by the role of peer support specialists and peer recovery mentors.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percent of customers feel their quality of life has improved as measured by self-reported survey | - | - | 80% | 84% | 80% |

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 Peer program is partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement and the remainder from Health Share of Oregon (Medicaid)



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|-------------------------------------|
| Beginning Balance | 77,672 | 430,943 | 98,263 | 98,263 | 374,583 | 276,320 | 281.2% 0% |
| Prior Year Revenue | 300,001 | | | | | - | 0% |
| Federal Grants & Revenues | 523,390 | 824,904 | 776,129 | 756,507 | 496,910 | (279,219) | -36.0% |
| State Grants & Revenues | 1,187,015 | 1,119,494 | 1,787,909 | 1,817,890 | 1,668,598 | (119,311) | -6.7% |
| Operating Revenue | 2,010,406 | 1,944,398 | 2,564,038 | 2,574,397 | 2,165,508 | (398,530) | -15.5% |
| Total Rev - Including Beginning Bal | 2,088,078 | 2,375,341 | 2,662,301 | 2,672,660 | 2,540,091 | (122,210) | -4.6% |
| Personnel Services | 124,671 | 160,234 | 190,286 | 195,859 | 174,203 | (16,083) | -8.5% |
| Materials & Services | 706,553 | 1,511,255 | 1,944,666 | 1,460,261 | 1,625,279 | (319,387) | -16.4% |
| Indirect Costs (Internal Dept Chgs) | 18,673 | 20,937 | 40,661 | 19,095 | 28,545 | (12,116) | -29.8% |
| Cost Allocation Charges | 14,958 | 15,744 | 30,440 | 19,694 | 20,766 | (9,674) | -31.8% |
| Operating Expenditure | 864,855 | 1,708,170 | 2,206,053 | 1,694,909 | 1,848,793 | (357,260) | -16.2% |
| Special Payments | 1,091,686 | 594,588 | 456,248 | 603,164 | 643,942 | 187,694 | 41.1% |
| Contingency | - | - | - | - | 47,356 | 47,356 | 0% |
| Total Exp - Including Special Categories | 1,956,541 | 2,302,758 | 2,662,301 | 2,298,073 | 2,540,091 | (122,210) | -4.6% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 1.00 | 1.00 | 1.40 | 1.65 | 1.25 | -0.15 | -10.7% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 1.00 | 1.00 | | 1.65 | | 0.00 | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 0.00 | 0.00 | | 0.00 | | 0.00 | 0% |

Significant Issues and Changes

Reduction in Medicaid funding from HealthShare for these programs has resulted in reduction of 0.40 FTE from Management team Reduction in funding for Contracted Peer Services.



Behavioral Health Division Line of Business

Behavioral Health Administration Program

Purpose Statement

The purpose of the Behavioral Health Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, and personnel support services to Behavioral Health management and staff so they can provide continual access to behavioral health care that matches the needs of Clackamas County residents.

Performance Narrative

The Behavioral Health Administration Program has a budget of \$7,042,088. This is an increased budget for this program area due to the transfer of 1.0 FTE from System of Care and a change in the way we distribute the Divisions fund balance. Administrative services is focused on high quality customer service, both internally and externally. By meeting results, they ensure that critical mental health and substance services are not disrupted due to lapse in contract and ensure providers can continue to provide services because of timely revenue.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (3/31/20) | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------------|
| RESULT | Percent of contracts (new and renewal) processed within 45 days of request. ¹ | 71% | - | 65% | 66% | Discontinue ¹ |
| RESULT | Percent of vouchers/invoices processed within 15 days. ² | - | 93% | 90% | 91% | 90% |
| RESULT | Percent of customers reporting satisfied or highly satisfied with the service(s) they receive from Administration Program | - | New | 90% | 88% | 90% |

¹ Measure discontinued as part of the H3S 2020 Performance Clackamas update.

² Behavioral Health Division processes roughly 2,000 vouchers/invoices per year.

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 Administration programs are partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement. Maintaining a grievance system and a compliance program is mandated by rule and contract.



Behavioral Health Division Line of Business

Behavioral Health Administration Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | | 1,967,278 | 2,803,234 | 2,803,234 | 3,455,970 | 652,736 | 23.3% |
| Prior Year Revenue | 839,054 | - | - | - | - | - | 0% |
| Federal Grants & Revenues | - | - | 130,889 | - | - | (130,889) | -100.0% |
| State Grants & Revenues | 2,068,131 | 2,191,471 | 2,072,055 | 2,060,487 | 2,190,578 | 118,523 | 5.7% |
| Charges for Service | 959,599 | 902,693 | 1,144,927 | 802,578 | 1,052,163 | (92,764) | -8.1% |
| Other Revenues | 206,874 | 6,512 | - | 231,144 | - | - | 0% |
| Interfund Transfers | 150,000 | 129,955 | 328,349 | 328,349 | 343,377 | 15,028 | 4.6% |
| Operating Revenue | 4,223,658 | 3,230,631 | 3,676,220 | 3,422,558 | 3,586,118 | (90,102) | -2.5% |
| Total Rev - Including Beginning Bal | 4,223,658 | 5,197,909 | 6,479,454 | 6,225,792 | 7,042,088 | 562,634 | 8.7% |
| Personnel Services | 1,311,297 | 2,063,403 | 2,611,292 | 2,184,037 | 2,665,670 | 54,378 | 2.1% |
| Materials & Services | 749,787 | 1,076,383 | 2,270,392 | 1,388,390 | 1,010,699 | (1,259,693) | -55.5% |
| Interfund Transfer | - | - | 5,923 | - | - | (5,923) | -100.0% |
| Indirect Costs (Internal Dept Chgs) | 100,701 | 189,573 | 236,797 | 147,318 | 236,267 | (530) | -0.2% |
| Cost Allocation Charges | 156,780 | 218,295 | 260,474 | 240,969 | 276,805 | 16,331 | 6.3% |
| Operating Expenditure | 2,318,565 | 3,547,654 | 5,384,878 | 3,960,714 | 4,189,441 | (1,195,437) | -22.2% |
| Contingency | - | - | 1,094,576 | - | 2,852,647 | 1,758,071 | 160.6% |
| Total Exp - Including Special Categories | 2,318,565 | 3,547,654 | 6,479,454 | 3,960,714 | 7,042,088 | 562,634 | 8.7% |
| General Fund Support (if applicable) | 150,000 | 129,955 | 328,349 | 328,349 | 343,377 | 15,028 | 4.6% |
| Full Time Equiv Pos (FTE) Budgeted | 13.50 | 13.50 | 22.00 | 22.00 | 22.00 | 0.00 | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 13.50 | 13.50 | | 19.00 | | | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 0.00 | 0.00 | | 3.00 | | | 0% |

Significant Issues and Changes

The County General funds were increased in this program due to the reallocation of funds associated with Safety Net support services being transferred to Administration.

Limited Term Administrative position funded by OHP Incentive funds was transferred to this program for the from System of Care as a result of the relationship with HealthShare.



Children, Family and Community Connections Line of Business

Prevention Services Program

Purpose Statement

The purpose of the Prevention Services Program is to provide equitable prevention, early intervention and system coordination services to the most vulnerable children, youth and families in Clackamas County so they can experience safe and stable home environments and academic progress.

Performance Narrative

The Prevention Services Program has a FY 19-20 budget of \$7,129,752, which was a 10% increase from last fiscal year. For the first two quarters of FY 19-20, the program served 305 vulnerable families with children 0-6 years old to connect them to needed services and resources to facilitate stable home environments, healthy parent/child relationships, and age-appropriate child development. During the same period, the program served 322 domestic violence survivors, helping them prepare a safety plan and/or giving them resources for how to stay safe. For FY 20-21, the adopted budget is \$6,129,680.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percent of families that are healthy, stable & attached | 92% | 95% | 85% | 93% | 85% |
| RESULT | Percent of clients with a domestic violence safety plan | 93% | 93% | 95% | 92% | 95% |

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

Grant Funds:

Oregon Department of Education (ODE) Early Learning Division - July 1st, 2020 to June 30th, 2021 (No match requirement)

Oregon Youth Development Division (YDD) - October 1st, 2020 to September 30th, 2021 (No match requirement)

Department of Health & Human Services - Substance Abuse and Mental Health Services Administration (SAMHSA)

Strategic Prevention Framework - Partnership for Success (SPF-PFS)

October 1st, 2020 - September 30th, 2021 (No match requirement)

Department of Justice - Office of Juvenile Justice & Delinquency Prevention (OJJDP) - Opioid Prevention Grant

October 1st, 2020 - September 30th, 2021 (No match requirement)

Department of Justice - Office on Violence Against Women (OVW) - Criminal Justice Response Grant

October 1st, 2020 - September 30th, 2021 (No match requirement)



Children, Family and Community Connections Line of Business

Prevention Services Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 959,232 | 917,076 | 1,386,059 | 1,386,059 | 835,390 | (550,669) | -39.7% |
| Prior Year Revenue | 215,025 | 284,386 | - | - | - | - | 0% |
| Federal Grants & Revenues | 617,692 | 924,786 | 1,371,338 | 1,316,030 | 1,621,713 | 250,375 | 18.3% |
| State Grants & Revenues | 1,944,385 | 2,073,159 | 2,251,723 | 2,015,201 | 1,848,749 | (402,974) | -17.9% |
| Local Grants & Revenues | 90,492 | 34,749 | 190,150 | 185,150 | 127,500 | (62,650) | -32.9% |
| Charges for Service | 199,713 | 459,818 | 165,000 | 180,999 | 155,000 | (10,000) | -6.1% |
| Other Revenues | 8,541 | 13,031 | - | 12,024 | 30,000 | 30,000 | 0.0% |
| Interfund Transfers | 1,547,599 | 1,715,482 | 1,765,482 | 1,765,482 | 1,511,328 | (254,154) | -14.4% |
| Operating Revenue | 4,623,447 | 5,505,411 | 5,743,693 | 5,474,886 | 5,294,290 | (449,403) | -7.8% |
| Total Rev - Including Beginning Bal | 5,582,679 | 6,422,487 | 7,129,752 | 6,860,945 | 6,129,680 | (1,000,072) | -14.03% |
| Personnel Services | 1,008,124 | 939,055 | 1,410,225 | 1,028,890 | 1,385,152 | (25,073) | -1.78% |
| Materials & Services | 1,951,124 | 2,131,019 | 1,995,006 | 1,682,088 | 1,929,233 | (65,773) | -3.30% |
| Special Payments | 1,400,556 | 1,719,445 | 3,361,365 | 2,923,421 | 2,615,985 | (745,380) | -22.17% |
| Indirect Costs (Internal Dept Chgs) | 15,837 | 51,546 | 20,000 | 48,000 | 20,000 | - | 0% |
| Cost Allocation Charges | 289,961 | 195,364 | 240,712 | 240,712 | 179,310 | (61,402) | -25.51% |
| Operating Expenditure | 4,665,602 | 5,036,429 | 7,027,308 | 5,923,111 | 6,129,680 | (897,628) | -12.77% |
| Interfund Transfers | - | - | 102,444 | 102,444 | - | (102,444) | -100.00% |
| Total Exp - Including Special Categories | 4,665,602 | 5,036,429 | 7,129,752 | 6,025,555 | 6,129,680 | (1,000,072) | -14.03% |
| General Fund Support (if applicable) | 1,278,438 | 1,682,482 | 1,732,482 | 1,732,482 | 1,478,328 | (254,154) | -14.7% |
| Full Time Equiv Pos (FTE) Budgeted | 9.60 | 10.60 | 10.60 | 11.60 | 11.60 | 1.00 | 9.4% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 9.60 | 10.60 | | 9.60 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | 2.00 | | | |

Significant Issues and Changes

REVENUE

The FY 20-21 budget reflects a decrease (\$549,620) in overall fund balance. This is due to one-time Youth Substance Abuse Prevention (YSAP) funding that was received in FY18-19 but not able to be contracted out to providers until FY19-20. Also, approximately \$102,444 of fund balance was transferred back to H3S Admin to reimburse for assistance received in FY16-17. Fund balance is also being used to cover expenses in a relocation plan to move Prevention staff from the Development Services Building to the Willamette Building with the other Children, Family & Community Connections programs.

The FY 20-21 budget reflects an increase of \$250,375 in federal grant revenue. This is due to the addition of a grant from the Department of Justice, Office on Violence Against Women (OVW) for the Criminal Justice Response program.

The FY 20-21 budget reflects a decrease of (\$402,974) in state grant revenue. This is due to the Preschool Promise program from the State of Oregon Department of Education ending on June 30th, 2020.

The FY 20-21 budget reflects a decrease of (\$204,154) in Interfund Transfers. This is due to a 15% cut to the maintenance level County General Fund allocation.

EXPENSES

Personal Services reflects a minor decrease of (\$25,073) as a 1.0 FTE allocated position was added to the budget to staff a grant funded position while a 1.0 FTE vacant allocated position was removed from the budget.

Materials & Service decreased (\$65,773) as contracted services were reduced with the reduction in carry forward YSAP revenue.

Special payments decreased (\$745,380) as contracted services were reduced with the reduction in carry forward YSAP revenue and the ending of the Preschool Promise program.

Cost allocation charges decreased (\$61,402) as allocated costs decreased with the relocation plan noted above.



Children, Family and Community Connections Line of Business

Weatherization Services Program

Purpose Statement

The purpose of the Weatherization Program is to provide energy education, dwelling assessment, and energy efficiency services to lower-income county residents so they can experience decreased energy costs and increased comfort, health, and safety in their homes.

Performance Narrative

The Weatherization Program adopted an amended FY 19-20 budget of \$2,108,729, which was an 8.9% decrease from last fiscal year. For the first two quarters of FY 19-20, the Weatherization Program served 32 dwellings and residents had a projected first year energy savings of approximately \$707 on average. Beyond weatherization, the program focuses efforts on improving the overall health of the home; such as installing carbon monoxide monitors and addressing mold issues. Approximately 196 residents received energy education services from program staff during the first two quarters of FY 19-20. Customer feedback for the first two quarters of FY 19-20 gave the program a 93% rating for Satisfaction with Service and 95% for Staff Interaction. For FY 20-21, the adopted budget is \$2,101,128.

Key Performance Measure

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Decreased energy costs by an average of 25% or more | 28% | 28% | 25% | 27% | 25% |

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

Grant Funds:

- Bonneville Power Administration (BPA) - October 1st, 2020 to September 30th, 2021 (No Match Requirement)
- Department of Energy (DOE) - July 1st, 2020 to June 30th, 2021 (No Match Requirement)
- Energy Conservation Helping Oregonians (ECHO) - July 1st, 2020 to June 30th, 2021 (No Match Requirement)
- Low-Income Home Energy Assistance Program (LIHEAP) - October 1st, 2020 to December 31, 2021 (No Match Requirement)

Children, Family and Community Connections Line of Business

Weatherization Services Program



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 373,841 | 256,453 | 253,103 | 253,103 | 190,523 | (62,580) | -24.7% |
| Federal Grants & Revenues | 524,141 | 575,578 | 531,490 | 470,419 | 503,923 | (27,567) | -5.2% |
| State Grants & Revenues | 1,610,614 | 1,244,240 | 974,696 | 957,410 | 1,056,682 | 81,986 | 8.4% |
| Local Grants & Revenues | 122,164 | 157,593 | 259,440 | 285,000 | 255,000 | (4,440) | -1.7% |
| Charges for Service | 134,619 | 80,992 | 90,000 | 70,000 | 95,000 | 5,000 | 5.6% |
| Interfund Transfers | - | 256,453 | - | - | - | - | 0% |
| Operating Revenue | 2,391,538 | 2,314,856 | 1,855,626 | 1,782,829 | 1,910,605 | 54,979 | 3.0% |
| Total Rev - Including Beginning Bal | 2,765,379 | 2,571,309 | 2,108,729 | 2,035,932 | 2,101,128 | (7,601) | -0.4% |
| Personnel Services | 1,014,966 | 1,028,061 | 1,164,939 | 922,173 | 973,713 | (191,226) | -16.4% |
| Materials & Services | 1,335,003 | 979,809 | 943,790 | 870,938 | 1,127,415 | 183,625 | 19.5% |
| Cost Allocation Charges | 158,956 | 168,612 | - | 115,431 | - | - | 0% |
| Operating Expenditure | 2,508,925 | 2,176,482 | 2,108,729 | 1,908,542 | 2,101,128 | (7,601) | -0.4% |
| Interfund Transfers | - | 256,453 | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 2,508,925 | 2,432,935 | 2,108,729 | 1,908,542 | 2,101,128 | (7,601) | -0.4% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 12.00 | 12.00 | 11.00 | 11.00 | 9.00 | (2.00) | -18.2% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 10.00 | 10.00 | | 9.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 2.00 | 2.00 | | 2.00 | | | |

Significant Issues and Changes

REVENUE

The FY20-21 budget is basically flat overall, with only a very minor decrease of (\$7,601)

EXPENSES

Personal Services reflects a decrease (\$191,226) as 2.0 FTE vacant allocated positions were removed from the budget

Materials and Services reflects an increase of \$183,265 as more funds will be allocated to hiring contractors to weatherize low income homes



Children, Family and Community Connections Line of Business

Workforce Program

Purpose Statement

The purpose of the Workforce Program is to provide highly customized and client-centered employment services to vulnerable residents of Clackamas County so they can experience fewer barriers in obtaining and retaining meaningful employment.¹

Performance Narrative

The Workforce Program adopted a FY 19-20 budget of \$2,363,777, which was a 5.7% increase from last fiscal year. For the first two quarters of FY 19-20, 193 participants have received employment and training services through County-funded programs, with 124 (64%) receiving employment and 90 (73%) of those retaining employment after 90 days. These retention figures include 21 participants in the Corrections Advancement program where the average hourly wage was \$16.20, 9 participants in the Veterans Workforce program where the average hourly wage was \$16.00, and 21 participants in the Employment Investment program where the average hourly wage was \$15.28. A robust local economy and record breaking low unemployment rates have created excellent opportunities for job seekers with barriers to employment. Employers are looking to expand their pool of applicants as they frequently have more job openings than qualified applicants. Outreach to these hiring managers results in a clear understanding of their needs as well as the opportunity to educate businesses about workforce programs and individuals with barriers to employment. Retention rates have risen significantly during this time. For FY 20-21, the adopted budget is \$2,134,665.

Key Performance Measure

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment). | 80% | 75% | 55% | 73% | 55% |
| OUTPUT | Number of jobseekers in County-funded programs who obtained employment. ² | 242 | 254 | - | 193 | - |

¹ The program also works closely with local business partners to connect job seekers with meaningful employment opportunities and foster successful long-term job placement.

² Most MFR Output, Demand, and Efficiency measures do not have specific targets.

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

Grant Funds:

Oregon Department of Human Services - Job Opportunity & Basic Skills (JOBS) - July 1st, 2020 to June 30th, 2021

Oregon Department of Human Services - Supplemental Nutrition Assistance Program (SNAP) - October 1st, 2020 to September 30th, 2021



Children, Family and Community Connections Line of Business

Workforce Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 244,295 | 401,212 | 604,305 | 604,305 | 483,622 | (120,683) | -20.0% |
| Prior Year Revenue | - | 29,507 | - | 465 | - | - | 0% |
| State Grants & Revenues | 662,141 | 594,620 | 585,431 | 534,815 | 638,992 | 53,561 | 9.1% |
| Charges for Service | 179,848 | 174,640 | 180,990 | 167,392 | 90,000 | (90,990) | -50.3% |
| Other Revenues | 1,242 | 6,478 | - | 2,740 | - | - | 0% |
| Interfund Transfers | 1,029,946 | 1,431,158 | 993,051 | 993,051 | 922,051 | (71,000) | -7.1% |
| Operating Revenue | 1,873,177 | 2,236,403 | 1,759,472 | 1,698,463 | 1,651,043 | (108,429) | -6.2% |
| Total Rev - Including Beginning Bal | 2,117,472 | 2,637,615 | 2,363,777 | 2,302,768 | 2,134,665 | (229,112) | -9.7% |
| Personnel Services | 1,263,663 | 1,118,680 | 1,521,027 | 1,137,011 | 1,311,680 | (209,347) | -13.8% |
| Materials & Services | 193,839 | 192,395 | 361,658 | 295,341 | 388,541 | 26,883 | 7.4% |
| Indirect Costs (Internal Dept Chgs) | 34,314 | - | 42,000 | - | 45,000 | 3,000 | 0% |
| Cost Allocation Charges | 224,444 | 206,294 | 384,246 | 268,815 | 389,444 | 5,198 | 1.4% |
| Operating Expenditure | 1,716,260 | 1,517,369 | 2,308,931 | 1,701,167 | 2,134,665 | (174,266) | -7.5% |
| Interfund Transfers | - | 401,212 | 54,846 | 54,846 | - | (54,846) | -100.0% |
| Total Exp - Including Special Categories | 1,716,260 | 1,918,581 | 2,363,777 | 1,756,013 | 2,134,665 | (229,112) | -9.7% |
| General Fund Support (if applicable) | 966,946 | 966,946 | 930,051 | 930,051 | 859,051 | (71,000) | -7.6% |
| Full Time Equiv Pos (FTE) Budgeted | 18.00 | 14.00 | 14.00 | 14.00 | 12.00 | -2.00 | -14.3% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 12.00 | 10.00 | | 11.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 6.00 | 4.00 | | 3.00 | | | |

Significant Issues and Changes

REVENUE

The FY20-21 budget has a total decrease in revenue of (\$229,112), which includes a reduction of carry forward fund balance of (\$120,683), the reduction of a contract with Community Corrections (\$100,990) to provide employment services to individuals on parole and probation, and a reduction (\$71,000) in maintenance level County General Fund support

EXPENSES

Personal Services reflects a decrease (\$209,347) as 2.0 FTE vacant allocated positions were removed from the budget due to reduction in revenue

Materials and Services reflects a slight increase of \$26,883 as we are projecting additional FY20-21 participant support services expenditures, to assist those recently unemployed to obtain employment, and potential additional costs to complete the CFCC staff relocation plan.

Interfund Transfers decrease of (\$54,846) was due to a one time transfer of funds to H3S Admin during FY19-20



Health Centers Line of Business

Health Centers Administration Program

Purpose Statement

The purpose of the Health Centers Administration Program is to provide leadership and direction, policy development, contract and grant coordination, quality management, budget control, fiscal oversight, medical billing, medical records management, and personnel support services to Health Center's management and staff so they can provide high quality and affordable health care to the County's most vulnerable residents.

Performance Narrative

The Administration Program adopts a budget of \$18,433,836. These resources allow us to provide centralized administrative management services across all service areas of the Health Centers Division and to support operations and future projects through a reserve and contingency fund.

The Administration Program has surveyed Health Center's patients regularly to gauge their overall satisfaction. Patient satisfaction is a major component of our business and measuring it gives us the opportunity to continuously improve our services. Satisfied patients are also more likely to keep appointments and seek follow up care which result in better patient outcomes. Overall Satisfaction is a single survey question rather than a composite of multiple questions. Respondents have four options to choose from to rate their overall satisfaction during their most recent visit. The response options are "Poor", "Fair", "Good", and "Excellent". The percentage of respondents rating their overall satisfaction as "Excellent" was 71% for 2019.

Key Performance Measure

| | | CY 2016 Actual | CY 2017 Actual | CY 2018 Actual | CY 2019 Target | CY2019 Actual as of 12/31/19 | CY 2020 Target |
|--------|--|----------------|----------------|----------------|----------------|------------------------------|--------------------------|
| RESULT | Percent of contracts/amendments processed within 45 days. ^{1 2} | 54% | 71% | 80% | 82% | 85% | Discontinue ¹ |
| RESULT | % of Patients who report overall satisfaction when surveyed. | Unavailable | 88% | 91% | 90% | 91% | 90% |

¹ Measure discontinued as part of the 2020 H3S Performance Clackamas update.

² Health Centers completed 88 contracts in FY 18-19 and 57 through the first half of FY 19-20.

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

HRSA330-GY19: 05/01/2020-04/30/2021 = \$2,303,650 (Health Resources and Service Administration)

SAMHSA: Zero Suicide: 09/30/2020-09/29/2021 = \$187,112 (Substance Abuse and Mental Health Services Administration)



Health Centers Line of Business

Health Centers Administration Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 14,247,329 | 16,552,142 | 16,662,487 | 16,662,487 | 12,215,719 | (4,446,768) | -26.7% 0% |
| Federal Grants & Revenues | 1,822,186 | 2,306,023 | 2,403,985 | 2,364,145 | 2,490,762 | 86,777 | 3.6% |
| Local Grants & Revenues | 399,000 | 416,219 | - | 743,186 | - | - | 0% |
| Charges for Service | 1,596,280 | 1,971,615 | 2,055,818 | 2,986,071 | 3,250,783 | 1,194,965 | 58.1% |
| Other Revenues | 150,599 | 245,931 | 176,000 | 212,458 | 208,240 | 32,240 | 18.3% |
| Interfund Transfers | 543,188 | 567,643 | 587,523 | 587,523 | 518,909 | (68,614) | -11.7% |
| Operating Revenue | 4,511,253 | 5,507,431 | 5,223,326 | 6,893,383 | 6,468,694 | 1,245,368 | 23.8% |
| Total Rev - Including Beginning Bal | 18,758,582 | 22,059,573 | 21,885,813 | 23,555,870 | 18,684,413 | (3,201,400) | -14.6% |
| Personnel Services | 3,628,170 | 3,774,018 | 4,265,114 | 4,097,746 | 4,127,632 | (137,482) | -3.2% |
| Materials & Services | 1,845,616 | 1,659,381 | 1,159,043 | 2,356,336 | 1,878,690 | 719,647 | 62.1% |
| Indirect Costs (Internal Dept Chgs) | 59,541 | 67,951 | 71,677 | 62,744 | 69,349 | (2,328) | -3.2% |
| Cost Allocation Charges | 146,030 | 59,891 | 142,446 | 142,446 | 142,446 | - | 0% |
| Capital Outlay | - | 25,000 | 2,281,906 | 2,760,840 | - | (2,281,906) | -100.0% |
| Operating Expenditure | 5,679,357 | 5,586,241 | 7,920,186 | 9,420,112 | 6,218,117 | (1,702,069) | -21.5% |
| Interfund Transfers | - | - | 29,541 | 29,541 | - | (29,541) | -100.0% |
| Reserve for Future Expenditures | - | - | 9,666,103 | - | 10,581,790 | 915,687 | 9.5% |
| Contingency | - | - | 4,714,478 | - | 1,633,929 | (3,080,549) | -65.3% |
| Total Exp - Including Special Categories | 5,679,357 | 5,586,241 | 22,330,308 | 9,449,653 | 18,433,836 | (3,896,472) | -17.4% |
| General Fund Support (if applicable) | 543,188 | 567,643 | 587,523 | 587,523 | 518,909 | (68,614) | -11.7% |
| Full Time Equiv Pos (FTE) Budgeted | 34.25 | 35.25 | 35.25 | 35.25 | 33.25 | (2.00) | -5.7% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 32.25 | 1.00 | | 32.25 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 2.00 | 34.25 | | 3.00 | | | |

Significant Issues and Changes

In FY 19-20 Health Centers Administrative Service Program realized an increase in revenue from Federal Grants and the 340b Pharmacy Program. As a result, Health Centers increased the budgeted revenue for FY 20-21.



Health Centers Line of Business

Primary Care Program

Purpose Statement

The purpose of the Primary Care Program is to provide patient-centered health care services to vulnerable populations so they can experience improved health.

Performance Narrative

The Primary Care Program adopts a budget of \$15,420,300. The Primary Care Program provides comprehensive health services at four primary care clinics and three school based health centers. These resources allow us to provide comprehensive health services to our patients focusing on the treatment and improvement of the physical and mental health of each patient.

As the seventh leading cause of death in the U.S., diabetes kills approximately 79,500 people a year. According to the American Diabetes Association (2017), a reasonable A1C goal for many non-pregnant adults is <7%. This measure calculates the percentage of patients 18-75 years of age seen at Clackamas Health Centers with a diagnosis of diabetes who had hemoglobin A1c > 9.0% during the measurement period. To improve this measure in the coming year, Clackamas Health Centers is revising our patient outreach and engagement processes, to encourage people to receive the care they need.

Key Performance Measure

| | | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Actual | CY 2019 Target | FY 19-20 Actual as of 12/31/19 | CY 2020 Target |
|--------|---|-----------------|-----------------|-----------------|----------------|--------------------------------|----------------|
| RESULT | Percent of patients with Diabetes with blood sugar levels under control. ¹ | 71% | 65% | 71% | 78% | 71% | 76.6% |
| OUTPUT | Number of primary care visits. ² | 35,699 | 33,958 | 31,844 | - | 32,405 | - |

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

² Calendar Year ('17, '18, and '19) actuals are shown.

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

SAMHSA: Zero Suicide: 09/30/2020-09/29/2021 = \$237,888 (Substance Abuse and Mental Health Services Administration)



Health Centers Line of Business

Primary Care Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 300,000 | - | - | - | - | - | 0% |
| Federal Grants & Revenues | 70,268 | 309,861 | 195,880 | 541,638 | 237,888 | 42,008 | 21.4% |
| State Grants & Revenues | 1,416,992 | 1,403,726 | 292,474 | 1,281,310 | 285,091 | (7,383) | -2.5% |
| Local Grants & Revenues | 326,750 | - | 100,000 | 125 | 1,350,000 | 1,250,000 | 1250.0% |
| Charges for Service | 9,541,404 | 9,983,750 | 12,724,668 | 9,365,291 | 11,209,416 | (1,515,252) | -11.9% |
| Other Revenues | 20,786 | 15,466 | 4,755 | 13,534 | 9,640 | 4,885 | 102.7% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Operating Revenue | 11,376,200 | 11,712,803 | 13,317,777 | 11,201,898 | 13,092,035 | (225,742) | -1.7% |
| Total Rev - Including Beginning Bal | 11,676,200 | 11,712,803 | 13,317,777 | 11,201,898 | 13,092,035 | (225,742) | -1.7% |
| Personnel Services | 8,976,559 | 10,251,279 | 12,445,342 | 11,719,051 | 12,516,675 | 71,333 | 0.6% |
| Materials & Services | 1,969,080 | 1,914,701 | 1,633,158 | 1,925,399 | 1,433,544 | (199,614) | -12.2% |
| Indirect Costs (Internal Dept Chgs) | 141,305 | 168,782 | 189,204 | 179,686 | 210,070 | 20,866 | 11.0% |
| Cost Allocation Charges | 1,135,919 | 1,197,719 | 1,343,877 | 1,343,877 | 1,260,011 | (83,866) | -6.2% |
| Capital Outlay | 1,129 | 15,707 | - | 107,877 | - | - | 0% |
| Operating Expenditure | 12,223,992 | 13,548,188 | 15,611,581 | 15,275,890 | 15,420,300 | (191,281) | -1.2% |
| Special Payments | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 12,223,992 | 13,548,188 | 15,611,581 | 15,275,890 | 15,420,300 | (191,281) | -1.2% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 85.55 | 93.30 | 91.67 | 91.67 | 91.62 | -0.05 | -0.1% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 79.15 | 86.10 | | 83.57 | | 0.00 | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 6.40 | 7.20 | | 8.10 | | 0.00 | |

Significant Issues and Changes

Increase in FY 20-21 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.

The number of vacancies for the Primary Care Program are not outside the average for the industry.



Health Centers Line of Business

Dental Program

Purpose Statement

The purpose of the Dental Program is to provide dental health care services to people with limited access to dental services so they can experience a transition from urgent care to restoring oral wellness and improved dental health.

Performance Narrative

The Dental Program adopts a budget of \$6,133,504. These resources allow us to provide comprehensive dental services at three dental clinics with the focus of treating and improving the oral health of each patient. In FY 20-21, the Dental Program will be expanding to provide dental services to clients in Sandy.

Preventative dental services include regular oral exams, teeth cleanings, fluoride treatments, routine X-rays, and teach-back methods that empower patients to improve their oral self-care habits. The goal of preventative dental care is to identify and fix small problems before they become big and potentially costly issues. Reporting specifications include any preventative dental service D1000–D1999 code provided by a dentist or hygienist.

Key Performance Measures

| | | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Actual | CY 2019 Target | FY 19-20 Actual as of 12/31/19 | CY 2020 Target |
|--------|---|--------------------|--------------------|--------------------|----------------|--------------------------------------|----------------|
| RESULT | Percent of children (age 1-14) seen at Dental Health Centers receiving preventative dental services. ¹ | | 18.0% | 21.0% | 26.0% | 64.0% | 46.0% |
| OUTPUT | Number of dental visits. ² | 13,698 | 13,973 | 15,638 | - | 17,084 | - |

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

² Calendar Year ('17, '18, and '19) actuals are shown.

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Health Centers Line of Business

Dental Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 353,024 | 44,551 | - | - | - | - | 0% |
| Federal Grants & Revenues | 307,083 | - | - | 17,000 | - | - | 0% |
| State Grants & Revenues | 104,784 | 3,000 | - | 24,515 | - | - | 0% |
| Local Grants & Revenues | 112,517 | - | 417,336 | 350,000 | - | (417,336) | -100.0% |
| Charges for Service | 3,149,782 | 3,554,749 | 4,714,496 | 3,894,258 | 5,405,172 | 690,676 | 14.7% |
| Other Revenues | 90 | - | - | - | - | - | 0% |
| Operating Revenue | 3,674,256 | 3,557,749 | 5,131,832 | 4,285,773 | 5,405,172 | 273,340 | 5.3% |
| Total Rev - Including Beginning Bal | 4,027,280 | 3,602,300 | 5,131,832 | 4,285,773 | 5,405,172 | 273,340 | 5.3% |
| Personnel Services | 2,503,255 | 3,120,017 | 4,297,930 | 3,770,845 | 4,747,276 | 449,346 | 10.5% |
| Materials & Services | 908,936 | 700,863 | 734,674 | 905,918 | 876,953 | 142,279 | 19.4% |
| Indirect Costs (Internal Dept Chgs) | 33,273 | 48,321 | 60,259 | 57,903 | 79,911 | 19,652 | 32.6% |
| Cost Allocation Charges | 265,741 | 362,122 | 386,540 | 386,540 | 429,364 | 42,824 | 11.1% |
| Capital Outlay | 162,104 | 20,939 | 301,645 | 280,151 | - | (301,645) | -100.0% |
| Operating Expenditure | 3,873,309 | 4,252,262 | 5,781,048 | 5,401,357 | 6,133,504 | 352,456 | 6.1% |
| Total Exp - Including Special Categories | 3,873,309 | 4,252,262 | 5,781,048 | 5,401,357 | 6,133,504 | 352,456 | 6.1% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 23.75 | 25.75 | 31.85 | 31.85 | 31.85 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 23.75 | 23.75 | | 27.85 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 2.00 | | 4.00 | | | |

Significant Issues and Changes

The increase in FY 20-21 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.



Health Centers Line of Business Behavioral Health Clinic Program

Purpose Statement

The purpose of the Behavioral Health Clinic Program is to provide specialty behavioral health services to clients and prospective clients diagnosed with mental health or substance use disorders so they can experience reduced mental distress and achieve their individual goals.

Performance Narrative

The Behavioral Health Clinic Program adopts a budget of \$15,134,059. The Behavioral Health Program provides comprehensive health services at three behavioral health clinics. These resources allow the program to provide a variety of mental health and addition treatment services to children, adolescents, adults, and their families.

Having a standardized screening tool that "asks the question" allows Health Centers to provide care and treatment to clients to reduce risk and provide support. Data shows the percentage of clients that were screened during an assessment or an annual re-assessment. Suicide is one of the leading causes of death in Oregon. There were 844 deaths in 2018 in the state of Oregon, and 60 in Clackamas county. Current data shows that as of 11/1/19, for 2019, there were 699 deaths in Oregon, and 57 in Clackamas County. This data is from OHA Oregon Death Data records.

Key Performance Measure

| | | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Actual | CY 2019 Target | FY 19-20 Actual as of 12/31/19 | CY 2020 Target |
|--------|--|--------------------|--------------------|--------------------|----------------|--------------------------------------|----------------|
| RESULT | Percent of clients 12 and older screened for suicide risk at their initial and/or annual assessment and as clinically needed. ¹ | Unavailable | Unavailable | 90% | 85% | 95% | 90% |
| OUTPUT | Number of client visits. ² | 71,225 | 57,555 | 46,167 | - | 50,071 | - |

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

² Calendar Year ('17, '18, and '19) actuals are shown.

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

CJC: Mental Health Court Grant: 07/01/2020-06/30/2021 = \$127,384 (Criminal Justice Commission)

CJC: Adult Drug Court Grant: 07/01/2020-06/30/2021 = \$121,242 (Criminal Justice Commission)



Health Centers Line of Business

Behavioral Health Clinic Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 33,509 | 45,233 | - | - | - | - | 0% |
| Federal Grants & Revenues | 348,337 | 69,278 | 131,161 | 56,003 | - | (131,161) | -100.0% |
| State Grants & Revenues | 310,220 | 514,646 | 291,042 | 323,626 | 323,626 | 32,584 | 11.2% |
| Local Grants & Revenues | 15,743 | 31,348 | 100,000 | 370,462 | - | (100,000) | -100.0% |
| Charges for Service | 15,124,622 | 14,101,663 | 17,545,522 | 16,318,502 | 17,611,698 | 66,176 | 0.4% |
| Other Revenues | 19,498 | 5,292 | 7,140 | 7,755 | 4,755 | (2,385) | -33.4% |
| Operating Revenue | 15,818,420 | 14,722,227 | 18,074,865 | 17,076,348 | 17,940,079 | (134,786) | -0.7% |
| Total Rev - Including Beginning Bal | 15,851,929 | 14,767,460 | 18,074,865 | 17,076,348 | 17,940,079 | (134,786) | -0.7% |
| Personnel Services | 9,077,973 | 9,362,586 | 11,893,774 | 10,724,759 | 12,260,245 | 366,471 | 3.1% |
| Materials & Services | 1,425,036 | 1,281,577 | 1,090,030 | 1,453,980 | 1,168,647 | 78,617 | 7.2% |
| Indirect Costs (Internal Dept Chgs) | 136,770 | 158,070 | 168,345 | 164,310 | 205,972 | 37,627 | 22.4% |
| Cost Allocation Charges | 1,255,627 | 1,290,734 | 1,434,221 | 1,434,221 | 1,499,195 | 64,974 | 4.5% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 11,895,406 | 12,092,967 | 14,586,370 | 13,777,270 | 15,134,059 | 547,689 | 3.8% |
| Special Payments | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 11,895,406 | 12,092,967 | 14,586,370 | 13,777,270 | 15,134,059 | 547,689 | 3.8% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 77.54 | 82.79 | 91.17 | 91.17 | 87.79 | (3.38) | -3.7% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 68.26 | 76.79 | | 80.77 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 9.28 | 6.00 | | 10.40 | | | |

Significant Issues and Changes

The increase in FY 20-21 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.



Housing & Community Development Line of Business

Community Development Program

Purpose Statement

The purpose of the Community Development Program is to provide supportive and houseless services, affordable housing, housing rehabilitation, and neighborhood revitalization services to low and moderate income individuals and families so they can feel secure in healthy, safe, stable housing and live in neighborhoods where they have improved access to services.

Performance Narrative

Utilizing funds primarily from the U.S. Department of Housing and Urban Development (HUD), Community Development undertakes a variety of affordable housing, housing rehabilitation, neighborhood improvement, community facility, public works, public services and historic preservation projects. Community Development (CD) has three general functions: Grant Planning and Administration, Housing Development and Rehabilitation, and CD Projects. The program adopted budget of \$8,024,146. The measures below are related to the work the CD performs in the areas of public services, homeless prevention and affordable housing.

The Continuum of Care (CoC) is a group of individuals and organizations which strives to prevent and end homelessness in Clackamas County by strategically planning and implementing housing programs and services for families and individuals that are homeless or at risk of becoming homeless. With funds provided by HUD the CoC supports: four Rapid Rehousing programs that provide short-term housing subsidy and case management for homeless families with children; two transitional housing programs that work with homeless youth; seven Permanent Supportive Housing programs that provide on-going housing subsidy and case management for individuals and families with long homeless histories and disabilities; and three grants for data collection, program planning and operation of the HUD-required Coordinated Housing Access system.

There are generally two types of Affordable Housing Developments: Construction of new units; and Rehabilitation of existing units to ensure their continued affordability. Both activities take a significant amount of time and resources to complete. Additionally, from start to finish either of these development can take 3-5 years to complete. The new measure combines both types of development and reports data for each step: 1) Predevelopment – This includes all the agreements, design and financing documents necessary to close on a development deal. This can take 2-3 years to complete; 2) Construction – depending on the size of the development this can take 12-24 months; and 3) Completion – this occurs after an occupancy permit is issued by the local jurisdiction. Projects included in FY19-20 year-to-date actuals include: Pre-development – preservation of 100 units of Public Housing at Hillside Manor; Under Construction – 212 new units at Rosewood Terrace; and Completed – 20 new units at the Northwest Housing Alternatives Campus (Walsh Commons), 24 new units for veterans at Pleasant Avenue (Clayton Moore), 44 rehabilitated units at River Glen Apartments, and 40 additional units overhauled by the Housing Rehab Program.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| RESULT | Percent of houseless individuals served by CoC programs who move to or maintain stable housing. | 89% | 85% | 85% | NA | 85% |
| OUTPUT | Number of affordable housing units retained or in development (subtotals below). ¹ | 296 | 500 | 300 | 440 | 600 |
| | # of Affordable units in pre-development. | 256 | 200 | 100 | 100 | 200 |
| | # of Affordable units under construction. | 0 | 256 | 100 | 212 | 200 |
| | # of Affordable units completed and/or rehabilitated. | 40 | 44 | 100 | 128 | 200 |

¹ Community Development and H3S will continue to refine these unit development measures. They currently are 'Line of Business' measures, and include HACC production (and the Metro bond). Additional partners are contributing to the County's affordable housing production in various ways (e.g. DTD with zoning changes, and BCS with new land banking authority) inside and outside of the Metro boundaries and with affordability at various income levels. More nuanced reporting and data availability is in the works.

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 These measures are funded from the following sources: (1) Houseless Programs - Continuum of Care funding from the U.S. Department of Housing and Urban Development (HUD). These are renewable funds. There is a 25% match requirement. CD uses Emergency Solutions Grant funds as match; (2) Affordable Housing - Primarily from a combination of HUD HOME and Community Development Block Grant funds, and Low Income Housing Tax Credit (LIHTC) funds. The HOME and CDBG funds are part of an annual allocation the County receives from HUD. The HOME program has a 25% match requirement. The match is provided by the housing developer that has applied to the County for these funds. LIHTC funds are granted by the State for a specific housing development. There is no match requirement.



Housing & Community Development Line of Business

Community Development Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 644,914 | 1,171,010 | 665,039 | 813,217 | 557,528 | (107,511) | -16.2% |
| Prior Year Revenue | 677,506 | - | - | 86,070 | 606,146 | 606,146 | 0% |
| Federal Grants & Revenues | 2,696,701 | 3,736,402 | 4,508,538 | 3,574,854 | 4,882,191 | 373,653 | 8.3% |
| Local Grants & Revenues | 206,139 | 1,147,340 | 2,450,000 | 914,000 | 940,000 | (1,510,000) | -61.6% |
| Charges for Service | 272,095 | 365,043 | 110,000 | 163,500 | 342,500 | 232,500 | 211.4% |
| Other Revenues | 724,086 | 946,470 | 619,351 | 650,000 | 655,000 | 35,649 | 5.8% |
| Interfund Transfers | 49,640 | 77,905 | 98,279 | 98,279 | 40,781 | (57,498) | -58.5% |
| Operating Revenue | 4,626,167 | 6,277,668 | 7,786,168 | 5,486,703 | 7,466,618 | (319,550) | -4.1% |
| Total Rev - Including Beginning Bal | 5,271,081 | 7,448,678 | 8,451,207 | 6,299,920 | 8,024,146 | (427,061) | -5.1% |
| Personnel Services | 1,151,240 | 1,217,632 | 1,352,694 | 1,245,308 | 1,386,645 | 33,951 | 2.5% |
| Materials & Services | 2,445,431 | 5,105,319 | 5,861,034 | 3,872,234 | 5,514,154 | (346,880) | -5.9% |
| Indirect Costs (Internal Dept Chgs) | 17,721 | 20,447 | 19,721 | 18,783 | 20,568 | 847 | 4.3% |
| Cost Allocation Charges | 207,146 | 245,107 | 234,319 | 236,067 | 225,251 | (9,068) | -3.9% |
| Capital Outlay | - | - | 100,000 | - | - | (100,000) | -100.0% |
| Operating Expenditure | 3,821,538 | 6,588,505 | 7,567,768 | 5,372,392 | 7,146,618 | (421,150) | -5.6% |
| Debt Service | 1,031 | - | - | - | - | - | 0% |
| Special Payments | 277,501 | 121,046 | 400,000 | 370,000 | 320,000 | (80,000) | -20.0% |
| Contingency | - | - | 483,439 | - | 557,528 | 74,089 | 15.3% |
| Total Exp - Including Special Categories | 4,100,070 | 6,709,551 | 8,451,207 | 5,742,392 | 8,024,146 | (427,061) | -5.1% |
| General Fund Support (if applicable) | 49,640 | 77,905 | 48,279 | 48,279 | 40,781 | (7,498) | -47.7% |
| Full Time Equiv Pos (FTE) Budgeted | | 9.53 | 9.60 | 9.60 | 9.60 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | | 9.53 | | 9.60 | | | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr Enc | - | - | | - | | | 0% |

Significant Issues and Changes

The most significant issue continues to be the national debate and uncertainty surrounding Community Development Block Grant (CDBG) and HOME funding levels. This budget was based on an estimated 5% reduction in our allocation. The current federal administration has approved increases in the CDBG, HOME ESG and Continuum of Care budgets. Since the amounts cannot be confirmed the budget remains unchanged. However, CD anticipates the following increases: (1) CDBG - 6%; (2) HOME - 9%; (3) Continuum of Care - 5%; and a 1% decrease in ESG.



Public Health Line of Business
Public Health Administration Program

Purpose Statement

The purpose of the Public Health Administration Program is to provide contract and grant coordination and compliance, budget control and fiscal management, and personnel recruitment, retention, and maintenance services to Public Health management and staff so they can experience continued and predictable funding to carry out Public Health initiatives.

Performance Narrative

FY 19-20 has had its challenges for the Public Health's Administration Program and team due to additional workload and imposed deadlines associated to Public Health Re-Accreditation, Triennial Review, and the COVID-19 response.

Our Fiscal and Budget Unit brought in a contracted Financial Analyst to bring Public Health's accounting policies and procedures up-to-date and to building an environmental health fee-for-service revenue tool to assist to revenue projections and budgeting.

Our Contracting Unit is on track to exceed our target of 85% of direct and intermediate contracts being processed within 60 days, by 6% = 91%. For FY 20-21, our target for this performance measure will remain at 85%.

Our Human Resources Unit continues to hold implementation of the CCPHD specific Individual Development Plan (IDP) template and plan. We are waiting for H3S to complete testing on their H3S Performance Feedback template and reviewer form. We anticipate implementing the IDPs in FY 20-21 for 100% of Public Health staff.

Our Grants Unit applied for 39 grants and has been awarded 37. The most recent grant award was from Health Share of Oregon for \$695,000. The two grants that we were not awarded were the Assessment Coalition Grant with the EPA, which Metro will be reapplying for in FY 21, and the Comprehensive Opioid Abuse Program Grant with DOJ because other Clackamas County Divisions/Departments have been funded through this grant in previous years.

New in FY 20-21, is the inclusion of the Occupational Health Unit, which used to reside in the Infectious Disease Program, to the Public Health Administrative Program. The Occupational Health Unit is responsible for the administrative practices and coordination of employee immunization and training to protect our employees from occupational health hazards.

FY 20-21 Public Health Administration budget is \$839,631 and consists of 4.05 FTE. The revenue is comprised of \$655,380 of Public Health Division Indirect; \$158,023 of Internal County Reimbursement from the Health Center's for .50 FTE for the Public Health Medical Director/Health Officer, for clinic hours; and \$26,228 of County General Fund for our Occupational Health Program.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|-----------------|
| RESULT | Percent of contracts (new and renewals) processed within 60 days. | 77% | 89% | 85% | 91% | 85% |
| RESULT | Percent of all current staff members will receive an Individual Development Plan | New | On Hold | 100% | On Hold | 100% |

Program includes:

Mandated Services N

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

Shared Services:

FY20-21 Public Health Administration houses shared Accounts Payable (AP)/ Billing services and Public Health Medical Director/Health Officer services with the Health Centers. The AP/Billing shared services are reflected in the internal labor and internal fringe expense lines of the Public Health budget. The Public Health Medical Director/Health Officer shared services are reflected in the Internal County Reimbursement revenue line of the Public Health budget.

Grants:

Internal County Grant:
\$82,000 - H3S grant for Needle Exchange Program



Public Health Line of Business

Public Health Administration Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| State Grants & Revenues | 13,096 | - | - | - | - | - | 0% |
| Charges for Service | 726,837 | 657,631 | 412,902 | 602,803 | 813,403 | 400,501 | 97.0% |
| Other Revenues | 293 | 5,098 | - | - | - | - | 0% |
| Interfund Transfers | 209,169 | 266,959 | 395,837 | 244,472 | 26,228 | (369,609) | -93.4% |
| Operating Revenue | 949,395 | 929,688 | 808,739 | 847,275 | 839,631 | 30,892 | 3.8% |
| Total Rev - Including Beginning Bal | 949,395 | 929,688 | 808,739 | 847,275 | 839,631 | 30,892 | 3.8% |
| Personnel Services | 833,566 | 819,132 | 767,478 | 488,250 | 668,333 | (99,145) | -12.9% |
| Materials & Services | 102,911 | 96,166 | 112,539 | 112,279 | 155,957 | 43,418 | 38.6% |
| Indirect Costs (Internal Dept Chgs) | 12,724 | 13,626 | 10,133 | 9,283 | 13,350 | 3,217 | 31.7% |
| Cost Allocation Charges | - | - | - | - | 1,991 | 1,991 | 0% |
| Operating Expenditure | 949,201 | 928,924 | 890,150 | 609,812 | 839,631 | (50,519) | -5.7% |
| Total Exp - Including Special Categories | 949,201 | 928,924 | 890,150 | 609,812 | 839,631 | (50,519) | -5.7% |
| General Fund Support (if applicable) | 209,169 | 266,959 | 201,820 | 50,455 | 26,228 | (175,592) | -87.0% |
| Full Time Equiv Pos (FTE) Budgeted | 8.00 | 7.10 | 4.05 | 4.05 | 4.05 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 8.00 | 6.10 | - | 3.05 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | 1.00 | - | - | 0% |

Significant Issues and Changes

FY 20-21 budget includes the Occupational Health Program that used to reside in the Infectious Disease Control and Prevention Program.



Public Health Line of Business

Vital Statistics Program

Purpose Statement

The purpose of the Vital Statistics Program is to provide birth and death certificate services to families and funeral homes so they can establish their identification or settle an estate.

Performance Narrative

In FY 19-20, the Vital Statistics Program exceeded our performance measure target of 95% of death certificates processed same day received (within 24 hours) in Q1 and Q2. However, we predict that in Q3 we will fall below our 95% target due to the activation of the DOC and EOC for the COVID-19 response efforts.

FY 20-21 Vital Statistics budget is \$366,517 and consists of 2.58 FTE. The revenue is comprised of \$169,434 in Assigned Fund Balance; \$197,083 Death and Birth Certificate Fee Revenue (excluding \$287,759 budgeted in the Environmental Health Program to offset increased program costs that will not be covered by a FY 20-21 "full cost recovery" fee increase and a 20% reduction in overall restaurant/facilities due to COVID-19 restaurant/business closures in FY 19-20). During this budget year we will be conducting a thorough needs assessment for administrative and fiscal support services for all Public Health programs.

Key Performance Measure

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| RESULT | Percent of death certificates processed same day received (within 24 hours). | 89% | 97% | 95% | 98% | 95% |

Program includes:

- Mandated Services Y
- Shared Services N
- Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:**

Our Vital Statistics Program offers Birth & Death Certificates, which is a mandated services for Local Public Health in Oregon.



Public Health Line of Business

Vital Statistics Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | 53,853 | 53,853 | 169,434 | 115,581 | 214.6% |
| Charges for Service | 436,989 | 410,597 | 368,954 | 447,692 | 197,083 | (171,871) | -46.6% |
| Other Revenues | - | - | - | (30) | - | - | 0% |
| Operating Revenue | 436,989 | 410,597 | 368,954 | 447,662 | 197,083 | (171,871) | -46.6% |
| Total Rev - Including Beginning Bal | 436,989 | 410,597 | 422,807 | 501,515 | 366,517 | (56,290) | -13.3% |
| Personnel Services | 254,241 | 243,012 | 298,164 | 221,764 | 264,977 | (33,187) | -11.1% |
| Materials & Services | 85,461 | 36,483 | 53,404 | 39,161 | 26,154 | (27,250) | -51.0% |
| Indirect Costs (Internal Dept Chgs) | 40,093 | 28,732 | 20,096 | 25,691 | 31,267 | 11,171 | 55.6% |
| Cost Allocation Charges | 52,539 | 49,332 | 47,142 | 43,033 | 41,019 | (6,123) | -13.0% |
| Operating Expenditure | 432,334 | 357,559 | 418,806 | 329,649 | 363,417 | (55,389) | -13.2% |
| Special Payments | 2,954 | 3,390 | 4,000 | 2,432 | 3,100 | (900) | -22.5% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 435,288 | 360,949 | 422,806 | 332,081 | 366,517 | (56,289) | -13.3% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 3.05 | 2.75 | 2.75 | 2.75 | 2.58 | (0.17) | -6.2% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 2.05 | 2.75 | | 2.75 | | | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | - | | - | | | 0% |

Significant Issues and Changes

In FY 20-21, \$287,759 of Death Certificate Revenue has been moved into the Environmental Health Program budget to offset increasing program costs and loss of revenue due to COVID-19. Revenue loss is due to two factor:

- (1) We did not increase fees to a "full cost recovery" level due to the COVID-19 restaurant/business hardships
- (2) 20% reduction in restuarnt business due to closures in FY 19-20 for COVID-19



Public Health Line of Business

Infectious Disease Control and Prevention Program

Purpose Statement

The purpose of the Infectious Disease Control & Prevention Program is to provide, in partnership with the healthcare community, disease monitoring, prevention, investigation, and control services to the residents of Clackamas County so they can be protected from the spread of infectious diseases of public health significance.

Performance Narrative

The Public Health Division is taking a lead role in Clackamas County's emergency response to the COVID-19 outbreak. In FY 19-20, Public Health's Emergency Preparedness Program (PHEP) has activated the H3S Department Operations Center (DOC) and is currently co-leading the County's Emergency Operations Center (EOC). Public Health's Infectious Disease Control and Prevention Program is leading the County's COVID-19 case investigation, provider and health department triage, and COVID-19 testing.

The Public Health Division does not have sufficient funds to continue our COVID-19 outbreak response. Funding for the COVID-19 emergency response effort comes from our Local Public Health Authority (LPHA) contract with the Oregon Health Authority, PE12 PHEP grant and our PE01-1 State Support grant for Communicable Disease; however, the funds are inadequate to cover all of the Public Health Division's emergency response activities.

Even though the Public Health Division expects additional federal and state funding, it will not be enough to cover the magnitude of the COVID-19 outbreak and our local emergency response. At this time, the Oregon Health Authority has amended the Communicable Disease contract (PE01-1), allocating \$250,307 for the COVID-19 response. Additionally, we anticipate federal funding from the Centers for Disease Control and Prevention for the PHEP Program (PE12). However, in order to counteract decades of reductions in funding for emergency preparedness and communicable disease, the Public Health Division needs consistent local funding to respond to the COVID-19 outbreak and be prepared for future public health

In addition to our COVID-19 response, our tuberculosis, syphilis, and gonorrhea metrics, Public Health has a statutory responsibility to investigate and control over 50 reportable infectious diseases. In FY 19-20 we have had 37 confirmed and suspect pertussis cases, twice the number reported in the same time period last year, 6 measles cases and multiple measles contact (Oregon has seen the highest number of cases since 1991). The rate of gonorrhea incidence increased from 81.8 per 100,000 to 103.7 per 100,000 between 2017 and 2018, which is also modeled across the state. There has been a steady increase in Clackamas County since 2013 (26.8 per 100,000). As of 12/31/2019, we do not have the rate of gonorrhea incidence per 100,000 for calendar year 2019; we expect to see this by the end of Q3 of fiscal year 2020. Also, in FY 19-20 the percentage of syphilis cases with investigative files that contain risk factor information is as follows: gender of patient's sex partners meets 85% benchmark set by state standards; obtaining HIV test status has increased to 94% and exceeded the benchmark in calendar year 2019; and 100% of pregnancy status for females of childbearing have been assessed. As of 12/31/2019, we do not have the % syphilis investigative cases that contain risk factor information for calendar year 2019. We expect to see this by the end of Q3 of fiscal year 2020.

FY 20-21 budget is \$1,696,598 and consists of 8.28 FTE. The revenue is comprised of \$79,256 of Federal Revenue including PE07 HIV Prevention funding; \$560,652 State Revenue including PE01 State Support for CD and TB services; \$682,275 Local Government & Other Agencies including the HIV Early Intervention and Outreach funding coming through Multnomah County; \$ 82,000 H3S Admin funding for needle exchange, \$22,600 of reimbursements from OHA for TB chest x-rays and medical supplies; and \$269,815 County general Fund.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|---|-----------------|-----------------|-----------------|--------------------------------|--------------------------|
| RESULT | Percent of gonorrhea cases treated with appropriate antibiotics (per Centers for Disease Control and Prevention guidelines). ¹ | 77% | - | 70% | - | Discontinue ¹ |
| RESULT | Rate of gonorrhea incidence per 100,000 ² | 82 | 104 | - | N/A | - |
| RESULT | Percent syphilis cases with investigative files that contain risk factor information: (a) gender of patient's sex partners, b) HIV status or date of most recent HIV test, and c) pregnancy status for females of childbearing age] | - | New | 85% | 88% | 85% |

¹ Discontinued during the H3S 2020 MFR plan update and replaced with tracking the rate of incidence per 100,000.

² New measure: Number of gonorrhea cases per 100,000 people annually in Clackamas County (calendar year basis). This result does not have a target, it is only meant to show the changes per year.

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 **Mandates Services:**
 1. Infectious/Communicable Disease Investigation, Prevention, & Control
 2. Tuberculosis Case Management
Grant Funding:
Federal Funding:
 \$79,256 PE07 HIV Prevention Services
State Funding:
 \$511,062 – PE01 State Support for Public Health CD/IDCP Services
 \$49,590 – PE07 HIV Prevention Services
Other Funding:
 \$36,171 – PE03 TB Case Management (State Reimbursement Model)
Local Gov't Other Agencies:
 \$682,275 – Early Intervention and Outreach HIV funding coming through Multnomah County from the State



Public Health Line of Business

Infectious Disease Prevention and Control Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Federal Grants & Revenues | 52,986 | 86,942 | 118,543 | 109,789 | 79,256 | (39,287) | -33.1% |
| State Grants & Revenues | 480,637 | 578,473 | 806,852 | 797,964 | 560,652 | (246,200) | -30.5% |
| Local Grants & Revenues | 133,941 | 452,361 | 668,599 | 505,001 | 682,275 | 13,676 | 2.0% |
| Charges for Service | 4,784 | - | 72,706 | 37,546 | 82,000 | 9,294 | 12.8% |
| Other Revenues | 13,766 | 8,973 | 50,000 | 15,682 | 22,600 | (27,400) | -54.8% |
| Interfund Transfers | 334,207 | 143,762 | 291,112 | 244,163 | 269,815 | (21,297) | -7.3% |
| Operating Revenue | 1,020,321 | 1,270,511 | 2,007,812 | 1,710,145 | 1,696,598 | (311,214) | -15.5% |
| Total Rev - Including Beginning Bal | 1,020,321 | 1,270,511 | 2,007,812 | 1,710,145 | 1,696,598 | (311,214) | -15.5% |
| Personnel Services | 631,285 | 786,750 | 1,236,234 | 916,789 | 1,087,290 | (148,944) | -12.0% |
| Materials & Services | 212,634 | 149,459 | 337,271 | 408,297 | 225,278 | (111,993) | -33.2% |
| Indirect Costs (Internal Dept Chgs) | 100,137 | 93,499 | 84,482 | 106,608 | 128,605 | 44,123 | 52.2% |
| Cost Allocation Charges | 86,287 | 107,173 | 151,861 | 131,037 | 131,821 | (20,040) | -13.2% |
| Operating Expenditure | 1,030,343 | 1,136,881 | 1,809,848 | 1,562,731 | 1,572,994 | (236,854) | -13.1% |
| Special Payments | 93,410 | 99,001 | 123,603 | 147,414 | 123,604 | 1 | 0.0% |
| Total Exp - Including Special Categories | 1,123,753 | 1,235,882 | 1,933,451 | 1,710,145 | 1,696,598 | (236,853) | -12.3% |
| General Fund Support (if applicable) | 334,207 | 143,762 | 291,112 | 244,163 | 269,815 | -21,297 | -7.3% |
| Full Time Equiv Pos (FTE) Budgeted | 7.75 | 6.57 | 6.57 | 8.28 | 8.28 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 7.75 | 6.57 | | 8.28 | | | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | | 0% |

Significant Issues and Changes

The increase in State funding reflected in FY 19-20 yearend projections is due to funding we received in March 2020 of \$250,307, through our LPHA OHA contract, PE01-02 State Support, for the COVID-19 response. However, in FY 20-21 we will continue to see an increase in the use of Public Health's allocated County General Fund, due to inadequate funding and reserves to prevent and respond to the County's disease burden, like COVID-19, and other emerging diseases of public health significance (i.e. Ebola, Zika). We also moved the Occupational Health Program, #08190, to the Public Health Administration Program.



Public Health Line of Business

Access to Care Program

Purpose Statement

The purpose of the Access to Care Program is to provide coordinated opportunities for care, referrals, education, and support services to eligible residents so they can get the care they need to improve their health.

Performance Narrative

Clackamas County Public Health has a statutory responsibility to ensure access to family planning and immunizations (OAR 333-014-0550).

The Access to Care Program prioritizes the following goals:

Increasing the percentage of Medicaid-eligible pregnant women enrolled in WIC. Participating in WIC supports the long-term health of women, infants, children, and families. Ensuring the provision of immunizations, especially during peak time periods such as School Exclusion, and addressing barriers to immunizations such as vaccine hesitancy. Immunizations are one of the most effective means available for protecting the health of children and the health of Clackamas County.

Identifying service gaps for sexual and reproductive health services and coordinating policy and systems change strategies to address gaps. Access to family planning and contraceptive services alters social and economic opportunities for women and impacts women's health across the lifespan.

Regional Perinatal Continuum of Care, Integrated Referral Systems, and capacity to serve families with safety net services for early childhood health

Medicaid pregnancies in CCPH WIC has decreased from 57% in the first six months of 2017 to 50% in the first six months of 2019. This is significantly below the statewide rate of 64% in 2017 and 62% in 2019. OHP adjunct eligibility enables WIC applicants to be automatically income-eligible for WIC if they have OHP. This means that 100% of Medicaid pregnancies should be enrolled in WIC. Enrolling all Clackamas Medicaid pregnancies in WIC continues to be a challenge and it is not known why the Clackamas rate is so much lower than the statewide average.

FY 20-21 budget is \$3,564,443 and consists of 17.73 FTE. \$181,362 in restricted fund balance due to the Health Share of Oregon (HSO) funding coming through in January 2020 for a Senior Community Health Nurse and a Senior Public Health Program Planner that are still in recruitment and unlikely to be onboard until June 2020. \$1,050,360 Federal Grants Revenue including WIC funding; \$871,262 State Grant Revenue including SBHC funding; \$406,516 Local Grants, including new funding from Health Share of Oregon for Regional Perinatal Continuum of Care, Integrated Referral Systems, and capacity to serve families with safety net services for early childhood health; \$312,469 Charges for Services, including Targeted Case Management, Maternity Case Management, Babies First, and CaCoon fee-for-services; \$742,528 in County General Funds mainly back filling our Immunization program and WIC programs. Also, due to the new Health Share of Oregon funding, the Access to Care programs can incur a portion of cuts to Public Health's County General Fund allocation.

Key Performance Measure

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|--------------------------------------|--------------------------|
| RESULT | Percentage of WIC-eligible pregnant women enrolled in the WIC Program during the first trimester of pregnancy. ¹ | 40% | - | 40% | - | Discontinue ¹ |
| RESULT | 60% Medicaid eligible pregnant women enrolled in WIC ² | - | 50% | 60% | 50% | 60% |

¹ Discontinued during H3S 2020 MFR plan update.

² New measure. This measure is tracked by the Oregon Health Authority.

Program includes:

| | |
|-------------------|-------------------------------------|
| Mandated Services | <input checked="" type="checkbox"/> |
| Shared Services | <input type="checkbox"/> |
| Grant Funding | <input checked="" type="checkbox"/> |

Explain all "Yes" boxes below

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

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

| | |
|-------------|---|
| Explanation | <p>Mandates Services:</p> <ol style="list-style-type: none"> 1. Immunization Services 2. Maternal and Child Health Services 3. Reproductive Health 4. Women Infant and Children Services <p>Grant Funding:</p> <p><u>Federal Funding:</u> \$73,507 CaCoon through Oregon Health Science University \$103,671 PE42 Maternity Child Health (MCH) \$1,638 – PE41 Reproductive Health \$825,259 – PE40 Women, Infants, and Children (WIC) \$46,231 - PE43 Immunization Services</p> <p><u>State Funding:</u> \$100,234 - PE42 Maternity Child Health (MCH) \$676,500 – School Based Health Centers (SBHC) Operation & Mental Health Funding \$49,936 – PE 43 Immunization Services \$41,893 – PE41 Reproductive Health \$2,699 – PE40 Women, Infants, and Children (WIC)</p> <p><u>Local Government & Other Agencies:</u> \$406,516 - Health Share of Oregon</p> |
|-------------|---|



Public Health Line of Business

Access to Care Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | 181,362 | 181,362 | 0% |
| Federal Grants & Revenues | 1,140,148 | 1,070,307 | 1,071,702 | 1,025,361 | 1,050,306 | (21,396) | -2.0% |
| State Grants & Revenues | 550,451 | 855,890 | 816,672 | 917,493 | 871,262 | 54,590 | 6.7% |
| Local Grants & Revenues | - | 16,277 | 232,944 | 217,026 | 406,516 | 173,572 | 74.5% |
| Charges for Service | 205,520 | 141,229 | 198,305 | 78,691 | 312,469 | 114,164 | 57.6% |
| Other Revenues | 30 | 5,456 | - | 470 | - | - | 0% |
| Interfund Transfers | 977,842 | 680,104 | 903,851 | 1,082,618 | 742,528 | (161,323) | -17.8% |
| Operating Revenue | 2,873,991 | 2,769,263 | 3,223,474 | 3,321,659 | 3,383,081 | 159,607 | 5.0% |
| Total Rev - Including Beginning Bal | 2,873,991 | 2,769,263 | 3,223,474 | 3,321,659 | 3,564,443 | 340,969 | 10.6% |
| Personnel Services | 1,790,563 | 1,527,570 | 2,021,930 | 1,852,957 | 2,147,288 | 125,358 | 6.2% |
| Materials & Services | 710,193 | 884,748 | 810,101 | 794,644 | 883,141 | 73,040 | 9.0% |
| Indirect Costs (Internal Dept Chgs) | 283,597 | 180,541 | 124,208 | 215,365 | 251,659 | 127,451 | 102.6% |
| Cost Allocation Charges | 288,335 | 242,246 | 260,183 | 277,331 | 282,355 | 22,172 | 8.5% |
| Operating Expenditure | 3,072,688 | 2,835,105 | 3,216,422 | 3,140,297 | 3,564,443 | 348,021 | 10.8% |
| Total Exp - Including Special Categories | 3,072,688 | 2,835,105 | 3,216,422 | 3,140,297 | 3,564,443 | 348,021 | 10.8% |
| General Fund Support (if applicable) | 977,842 | 680,104 | 903,851 | 1,082,618 | 742,528 | (161,323) | -17.8% |
| Full Time Equiv Pos (FTE) Budgeted | 15.65 | 16.34 | 17.08 | 17.08 | 17.73 | (0.65) | 3.8% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 15.65 | 14.34 | | 14.08 | | 14.08 | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 2.00 | | 3.00 | | 3.00 | 0% |

Significant Issues and Changes

\$181,362 in restricted fund balance due to the Health Share of Oregon (HSO) funding coming through in January 2020 for a Senior Community Health Nurse and a Senior Public Health Program Planner that are still in recruitment and unlikely to be onboarded until June 2020. \$1,050,360 Federal Grants Revenue including WIC funding; \$871,262 State Grant Revenue including SBHC funding; \$406,516 Local Grants, including new funding from Health Share of Oregon for Regional Perinatal Continuum of Care, Integrated Referral Systems, and capacity to serve families with safety net services for early childhood health; \$312,469 Charges for Services, including Targeted Case Management, Maternity Case Management, Babies First, and CaCoon fee-for-services; \$742,528 in County General Funds mainly back filling our Immunization program and WIC programs.

Due to the new Health Share of Oregon funding, the Access to Care programs can incur a portion of the \$115,000 cut in Public Health's County General Fund.



The Center for Public Health Advancement

Purpose Statement

The purpose of the Center for Public Health Advancement is to provide health data information, policy development and recommendations, research, emergency preparedness, and public health communications and messaging services to county and community partners so they can access the tools they need to improve the identified health priorities within the 10 health equity zones.

Performance Narrative

The CPHA serves as centralized resource for staff across the Health, Housing and Human Services Department, Public Health Division, and external partners.

In FY 18-19, CPHA achieved the following outcomes related to its performance measures:

- Board of Health adopted Blueprint for a Healthy Clackamas County (community health improvement plan; first LPHA in Oregon)
 - Submitted application for national public health reaccreditation (recognition program that assures implementation of best practices)
 - Awarded increased funding to support implementation of Public Health Modernization initiative
 - Awarded funding to develop BlueprintClackamas.com, Public Health's online community engagement tool
 - Published two Public Health Impact reports, detailing sexually transmitted infection rates and vaccines (communication regarding emerging public health issues is a requirement of Public Health Modernization)
 - Approval of five-year extension of ambulance services franchise agreement Conducted several drills and exercises with emergency response partners.
- CPHA's performance metric, to achieve a 90% or higher response time every month for emergency medical services providers, is evaluated through 3 call-types and 4 geographic zones based on the definitions provided below.

Call-types

- Priority 1 calls: life threatening medical emergencies
- Priority 2 calls: non-life threatening medical emergencies
- Priority 3 calls: non-emergency medical need requiring medical transport

Geographic zones

- Urban: incorporated cities with populations > 9,000 and population density >2,000 per sq. mile
- Suburban: non-urban areas that are contiguous to urban areas and population density >1,000 per sq. mile
- Rural: incorporated cities with populations <9,000 or census tracts with population density <1,000 per sq. mile
- Frontier: inaccessible or road-less areas of National Forest where rural response times cannot be met

For the first quarter of FY 19-20 all participating agencies have met greater than 90% compliance for all priority calls and each month. Participating agencies include: American Medical Response (AMR) Northwest, Clackamas Fire District #1, Lake Oswego Fire Department and Tualatin Valley Fire & Rescue. The remaining 6 fire agencies submit response time data upon request to the County and actively participate in ongoing subcommittees and workgroups through the EMS Council. Area dispatch centers (911) and hospitals also participate.

The Public Health Division is taking a lead role in Clackamas County's emergency response to the COVID-19 outbreak. In FY 19-20, Public Health's Emergency Preparedness Program (PHEP) has activated the H3S Department Operations Center (DOC) and is currently co-leading the County's Emergency Operations Center (EOC). Public Health's Infectious Disease Control and Prevention Program is leading the County's COVID-19 case investigation, provider and health department triage, and COVID-19 testing. Funding for the COVID-19 emergency response effort comes from our Local Public Health Authority (LPHA) contract with the Oregon Health Authority. At this time, the Oregon Health Authority has pushed funding through the LPHA contract under Communicable Disease (PE01-4), allocating \$250,307, and under the Public Health Emergency Preparedness Program (PHEP) (PE12-02) allocating \$217,535 for the COVID-19 response. However, we anticipate the funding for COVID-19 will not be enough to cover the magnitude of the local emergency response and recovery. We have also submitted a budget request to FEMA to assist with another \$145,000 in costs, but have not received confirmation on funding. In FY 20-21, we budgeted a large portion of the "reduce" allocated general fund to the Center's programs to offset the COVID-19 response effort costs.

FY 20-21 budget is \$2,965,699 and consists of 6.19 FTE. CPHA's restricted fund balance of \$907,912 that is comprised of Franchise Fees, Health Share of Oregon funding for the CHIP community grants and program coordination, Public Health Emergency Preparedness- COVID-19 response funding (PE12-02), and the Ambulance Cost Savings/Enhancement funding. The contingency of \$384,085 is budgeted to offset that restricted fund balance in the Ambulance Cost Savings/Enhancement Program and is for emergency medical services enhancement product(s)/project(s).

Key Performance Measure

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| RESULT | Percent response time compliance achieved every month, measured separately for Priority 1, Priority 2 and Priority 3 calls for ambulance service providers ¹ | 92% | 96% | 90% | 95% | 90% |

¹ This measure is mandated by Oregon Health Authority

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 **Mandates for Local Public Health in Oregon:**
 1. Emergency Preparedness
 2. Public Health Modernization
- Shared Services:**
EMS Coordinator with CCOM
- Grant Funding:**
 - Federal Funding:**
 - \$171,924 - PE12 Public Health Emergency Preparedness
 - \$37,499 - City Readiness Initiative funding from Washington County
 - Local Gov't Other Agencies:**
 - \$15,330 - City of Lake Oswego for Medical Direction
 - \$287,001 - Public Health Modernization funding coming through OHA



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 466,322 | 67,834 | 439,039 | 439,039 | 907,912 | 468,873 | 106.8% |
| Prior Year Revenue | - | 465,510 | 235,272 | 235,272 | - | (235,272) | -100.0% |
| Federal Grants & Revenues | 151,871 | 173,207 | 426,958 | 463,445 | 209,423 | (217,535) | -50.9% |
| State Grants & Revenues | - | - | - | 215,498 | 287,001 | 287,001 | 0% |
| Local Grants & Revenues | 137,332 | 89,755 | 202,392 | 138,350 | 215,330 | 12,938 | 6.4% |
| Charges for Service | 719,405 | 649,696 | 910,177 | 841,712 | 865,247 | (44,930) | -4.9% |
| Other Revenues | 16,042 | 7,000 | - | - | - | - | 0% |
| Interfund Transfers | 315,446 | 822,317 | 499,375 | 617,177 | 458,377 | (40,998) | -8.2% |
| Operating Revenue | 1,340,096 | 2,207,485 | 2,274,174 | 2,511,454 | 2,035,378 | (238,796) | -10.5% |
| Total Rev - Including Beginning Bal | 1,806,418 | 2,275,319 | 2,713,213 | 2,950,493 | 2,943,290 | 230,077 | 8.5% |
| Personnel Services | 535,500 | 640,493 | 789,535 | 808,437 | 879,352 | 89,817 | 11.4% |
| Materials & Services | 421,078 | 520,603 | 640,916 | 657,917 | 1,108,401 | 467,485 | 72.9% |
| Indirect Costs (Internal Dept Chgs) | 84,830 | 75,998 | 46,454 | 94,161 | 85,862 | 39,408 | 84.8% |
| Cost Allocation Charges | 84,851 | 101,412 | 97,647 | 97,564 | 98,524 | 877 | 0.9% |
| Operating Expenditure | 1,126,259 | 1,338,506 | 1,574,552 | 1,658,079 | 2,172,139 | 597,587 | 38.0% |
| Special Payments | 218,244 | 336,806 | 484,506 | 384,503 | 387,066 | (97,440) | -20.1% |
| Contingency | - | - | 654,158 | - | 384,085 | (270,073) | -41.3% |
| Total Exp - Including Special Categories | 1,344,503 | 1,675,312 | 2,713,216 | 2,042,582 | 2,943,290 | 230,074 | 8.5% |
| General Fund Support (if applicable) | 315,446 | 822,317 | 499,375 | 617,177 | 458,377 | 40,998 | -8.2% |
| Full Time Equiv Pos (FTE) Budgeted | 6.58 | 6.67 | 6.67 | 6.67 | 6.19 | (0.48) | -7.2% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 6.58 | 5.67 | - | 6.67 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | - | - | - | 0% |

Significant Issues and Changes

At this time, the Oregon Health Authority has pushed funding through the LPHA contract under Communicable Disease (PE01-4), allocating \$250,307, and under the Public Health Emergency Preparedness Program (PHEP) (PE12-02) allocating \$217,535 for the COVID-19 response. However, we anticipate the funding for COVID-19 will not be enough to cover the magnitude of the local emergency response and recovery. We have also submitted a budget request to FEMA to assist with another \$145,000 in costs, but have not received confirmation on funding. In FY 20-21, we budgeted a large portion of our reduced allocated general fund to the Center's programs to offset the COVID-19 response effort



Public Health Line of Business

Population Health Strategies

Purpose Statement

The purpose of the Population Health Strategies Program is to provide collaborative policy and systems assessment, development, and implementation services to family and community leaders so they can take action to support healthy, clean, and safe places to live, work, and play.

Performance Narrative

In FY 19-20 the Opioid Prevention Misuse and Prevention Program progress has been seen in per capita prescription fills which indicates that the collective efforts of community education, changes in provider practices and various community-level treatment projects have been associated with reduced opioid availability/use, an observed decrease in overdoses, and ultimately reduced mortality.

Our Opioid budget metric continues to show trends of per capita opioid prescription fill data continues to show decreases on a quarter by quarter basis. The graph below depicts the rate of decline over the past several years as well as the recent quarter by quarter declines. Although there has been a steady decline in prescription fills for Clackamas County, the rate is still noticeably higher than the state rate per 1000 residents.

We are also making observable progress in reducing youth tobacco, however use has been challenged by the rapid increase in vaping behavior and the widespread availability of vaping products, specifically flavored vaping products which are appealing to youth between the ages of 11 and 18.

- One in four Oregon 11th-graders reported vaping a nicotine product, with youth use of e-cigarettes like Juul increasing nearly 80 percent between 2017 and 2019.
- Nicotine vaping products are most popular among children and young adults: 23 percent of 11th-grade students and 13 percent of young adults, ages 18 to 24, use e-cigarettes versus 3 percent of adults age 25 and older.
- Roughly half of all youth who currently use conventional tobacco products started with vape products.

Clackamas County youth tobacco rates are consistent with statewide trends and demonstrate higher rates of youth tobacco use which is largely driven by increases in vaping.

Finally, a new effort to influence the built environment through policy change has been introduced into the public health division by utilizing unique tools such as the Health Impact Assessment (HIA). The Population Health Strategies team will introduce a new measure to assess the degree to which efforts to influence the built environment has been successful.

FY 20-21 budget is \$ 1,415,590 and consists of 7.50 FTE. \$297,462 of restricted fund balance from the Health Share funding coming through in January 2020 to support tobacco cessation work that was already covered through the remainder of FY 19-20 with PE 13 TPEP funding through the LPHA; and salary savings from the Public Director position. \$120,000 in Local Grants is comprised of this "new" and ongoing annual Health Share funding to support tobacco cessation.

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|---|-----------------|-----------------|-----------------|--------------------------------|--------------------------|
| RESULT | Number of tobacco-free property policies passed in Clackamas County by 2022 (an increase in two policies per year) ¹ | - | New | 2 | NA | Discontinue ¹ |
| RESULT | Smoking rates (past 30 days) among 11th grade youth ¹ | 25.0% | - | 20% | 24.8% | 20% |
| RESULT | Opioid prescriptions per 1,000 residents | 173.0 | 162.8 | 155 | 160.6 | 155 |

¹ Number of policies was dropped as a measure during the H3S 202 MFR update. Especially with the passage of Tobacco 21, priorities in PHS programing efforts have shifted from tobacco-free properties toward decreasing youth smoking rates (which are measured every other year).

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 **Mandates for Local Public Health in Oregon:**
 1. Tobacco use prevention and education

Shared Services:
 Assessment and Epidemiology services for Children, Family, and Community Connections Division
 Program Planner FTE with DTD for Health Impact Assessment work

Grant Funding:

State Funding:
 \$275,286– PE13 Tobacco Prevention & Education

Local & Other Agency Funding:
 \$120,000 - Health Share of Oregon for Tobacco Cessation Closed Loop Referral work



Public Health Line of Business

Population Health Strategies

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | 297,462 | 297,462 | 0% |
| Federal Grants & Revenues | 108,972 | 90,206 | 139,651 | 177,023 | - | (139,651) | -100.0% |
| State Grants & Revenues | 189,827 | 395,885 | 292,768 | 292,768 | 275,286 | (17,482) | -6.0% |
| Local Grants & Revenues | 106,082 | 17,387 | 60,000 | 63,292 | 120,000 | 60,000 | 100.0% |
| Charges for Service | 9,839 | 43,968 | 67,245 | 126,403 | 103,765 | 36,520 | 54.3% |
| Other Revenues | - | - | - | 8,049 | - | - | 0% |
| Interfund Transfers | 206,347 | 297,281 | 618,590 | 289,246 | 619,077 | 487 | 0.1% |
| Operating Revenue | 621,067 | 844,727 | 1,178,254 | 956,781 | 1,118,128 | (60,126) | -5.1% |
| Total Rev - Including Beginning Bal | 621,067 | 844,727 | 1,178,254 | 956,781 | 1,415,590 | 237,336 | 20.1% |
| Personnel Services | 460,274 | 588,504 | 875,562 | 641,868 | 956,211 | 80,649 | 9.2% |
| Materials & Services | 78,003 | 208,513 | 122,861 | 87,491 | 223,739 | 100,878 | 82.1% |
| Indirect Costs (Internal Dept Chgs) | 72,293 | 69,630 | 54,402 | 74,630 | 113,432 | 59,030 | 108.5% |
| Cost Allocation Charges | 64,193 | 89,325 | 125,429 | 92,792 | 119,394 | (6,035) | -4.8% |
| Operating Expenditure | 674,763 | 955,972 | 1,178,254 | 896,781 | 1,412,776 | 234,522 | 19.9% |
| Special Payments | 24,000 | 14,950 | - | - | 2,814 | 2,814 | 0% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 698,763 | 970,922 | 1,178,254 | 896,781 | 1,415,590 | 237,336 | 20.1% |
| General Fund Support (if applicable) | 206,347 | 297,281 | 618,590 | 289,246 | 619,077 | 487 | 0.1% |
| Full Time Equiv Pos (FTE) Budgeted | 5.42 | 5.66 | 7.50 | 7.50 | 7.50 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.42 | 4.66 | | 6.50 | | | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | | 1.00 | | | 0% |

Significant Issues and Changes

The \$103,765 under Charges for Services, is comprised of internal reimbursement funding from the Children, Family, and Community Connections Division for assessment and epidemiology work done by the Population Health Strategy team, and shared Health Impact Assessment services with DTD. The \$619,077 of County General Funding has been allocated to the following: \$134,734 in marijuana money assigned to our Opioid program from the BCC in a previously approved policy level package; and leverage funding for our Tobacco Prevention and Education program, shared services with DTD, opioid prevention coordination, and the continued exploration with other projects like built environments. The new Health Share Funding allocated to the Tobacco Program has help offset the cut to Public Health's County General Fund allocation.



Public Health Line of Business

Environmental Health Program

Purpose Statement

The purpose of the Environmental Health Program is to provide environmental health inspections, licenses, and education services to restaurants, childcare providers, lodging, pools, and small drinking water systems so they can continue to operate in a healthy and safe manner for the public.

Performance Narrative

The Oregon Legislature has set the license types, inspection frequency, and regulations used by the program. These ORS and OARs require Local Public Health Authorities to administer the Environmental Health (EH) program under the oversight of the Oregon Health Authority. The State requires Counties complete at least 90% of the required routine inspections each calendar year in each license category, as well as minimum standards on how inspections are completed. Audits of the EH program by the State are conducted every 3 years as a triennial review. Staffing is a critical resource of the program in order to complete the growing required number of inspections each year, while at the same time maintaining high-quality inspection work. Having enough staff is vital in order to fully assess and educate business with rules that also continue to grow in both volume and complexity. Environmental Health program staff are required by State law to be Registered Environmental Health Specialists in Oregon. Once "Trainees" have completed their required on the job training hours (2 years) and passed a rigorous national board exam. To maintain licensing, 20 hours of CEUs must be completed every 2 years. There are not a lot of Registered Environmental Health Specialists in Oregon; training is a big investment that takes years, and is disruptive to the rest of the staff's workflow.

The EH performance measure, to achieve 90% of routine licensed facility inspections completed within a calendar year, has been affected by 3 factors; 1) increase in the number of licensed facilities; 2) EHS field staff turned over (due to retirements), and rule complexity and inspection requirements of the State has increased. The impact is reflected in more program inspection rates falling near or below the 90% target level. Another EH inspector was added to the program in August 2019 due to need and in theory, if EH stays fully staffed, the % of routine inspections rates will increase above 90% target for 2020. However, due to the COVID-19 event, the closure of all restaurants and bars in Clackamas County, unless providing delivery and/or pick-up services, will greatly affect this measure. We are developing a system to track and project revenue loss due to COVID-19. In FY 19-20 our Oregon Health Authority Triennial Review for the Food, Pool, and Lodging Health and Safety program (Environmental Health) was in compliance with all program requirements. The Drinking Water Service Program had one compliance finding because we were not sending a "failure to take corrective action letter when a public water system does not correct a deficiency by the due date assigned", however this was resolved in February 2020.

FY 20-21 EH budget is \$1,748,261 and consists of 10.22 FTE. Due to the potential revenue loss from the COVID-19 restaurant and bar closures, we are projecting a 20% business/facility reduction. Also, we do not feel it is prudent to increase fees to meet the, "full cost recovery" model, when fees were significantly increased in FY 20-21 and facilities are struggling because of the closures in FY 19-20. We are offsetting this revenue loss with \$287,759 in Death Certificate Revenue from Public Health's Vital Statistics Program.

Key Performance Measure

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|---|-----------------|-----------------|-----------------|--------------------------------|-----------------|
| RESULT | Percent of routine licensed facility inspections completed within the year. | 90% | 92% | 90% | N/A | 90% |

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

Mandated Services:

Environmental Health Services
Regulation of Public Water Systems

Grant Funding:

Federal Funding:

\$3,000 - Association of Food and Drug Officials (AFDO) Training Grant
\$77,192 – PE50 Safe Drinking Water Program

State Funding:

\$100,283 – PE50 Safe Drinking Water Program



Public Health Line of Business

Environmental Health Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Licenses & Permits | 1,091,717 | 1,096,662 | 1,382,742 | 1,312,585 | 1,273,332 | (109,410) | -7.9% |
| Federal Grants & Revenues | 90,762 | 104,216 | 103,283 | 103,283 | 103,283 | - | 0% |
| State Grants & Revenues | 47,192 | 43,259 | 47,192 | 47,192 | 77,192 | 30,000 | 63.6% |
| Local Grants & Revenues | - | 2,927 | - | - | - | - | 0% |
| Charges for Service | 30,083 | 59,190 | 104,165 | 126,292 | 287,759 | 183,594 | 176.3% |
| Other Revenues | 2,011 | 140 | - | 20 | - | - | 0% |
| Interfund Transfers | 62,153 | 58,274 | - | 131,195 | 6,695 | 6,695 | 0% |
| Operating Revenue | 1,323,918 | 1,364,668 | 1,637,382 | 1,720,567 | 1,748,261 | 110,879 | 6.8% |
| Total Rev - Including Beginning Bal | 1,323,918 | 1,364,668 | 1,637,382 | 1,720,567 | 1,748,261 | 110,879 | 6.8% |
| Personnel Services | 848,661 | 929,464 | 1,128,324 | 1,200,674 | 1,247,803 | 119,479 | 10.6% |
| Materials & Services | 139,784 | 127,594 | 100,301 | 105,868 | 104,414 | 4,113 | 4.1% |
| Indirect Costs (Internal Dept Chgs) | 134,186 | 110,369 | 207,380 | 139,443 | 151,095 | (56,285) | -27.1% |
| Cost Allocation Charges | 152,783 | 135,253 | 151,906 | 192,427 | 162,793 | 10,887 | 7.2% |
| Operating Expenditure | 1,275,414 | 1,302,680 | 1,587,911 | 1,638,412 | 1,666,105 | 78,194 | 4.9% |
| Special Payments | 64,653 | 62,106 | 49,471 | 82,155 | 82,156 | 32,685 | 66.1% |
| Total Exp - Including Special Categories | 1,340,067 | 1,364,786 | 1,637,382 | 1,720,567 | 1,748,261 | 110,879 | 6.8% |
| General Fund Support (if applicable) | 62,153 | 58,274 | - | 231,089 | 6,695 | 6,695 | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 9.60 | 8.55 | 10.22 | 10.22 | 10.22 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 9.60 | 8.55 | | 10.22 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | | |

Significant Issues and Changes

Due to the potential revenue loss from the COVID-19 restaurant and bar closures, we are projecting a 20% business/facility reduction. Also, we do not feel it is prudent to increase fees to meet the, "full cost recovery" model, when fees were significantly increased in FY 20-21 and facilities are struggling because of the closures in FY 19-20. We are offsetting this revenue loss with \$287,759 in Death Certificate Revenue from Public Health's Vital Statistics Program.



Social Services Line of Business

Social Services Administration Program

Purpose Statement

The purpose of the Social Services Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, personnel, and general support services to Social Services management and staff so they can provide high quality services to the County's vulnerable residents.

Performance Narrative

The Social Services Administration Program is responsible for managing a \$37 million dollar budget comprised of 80 different funding sources. The program oversees over 130 contracts, processes over 7,400 invoices and payments, and assists over 10 thousand clients in the reception area each year. The program provides the essential infrastructure required for the programs and for our community partners to be able to provide direct client services. Many Social Services programs are subject to regular program audits. These audits often include an element of fiscal review, including checks and balances. Program audits with no fiscal findings show that we are successfully administering public funds in a responsible and transparent way. During FY 18-19 the division had no fiscal findings.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) ¹ | FY 20-21 Target |
|--------|---|-----------------|-----------------|-----------------|---|-----------------|
| RESULT | Percentage of vouchers/invoices processed within 30 days. | 100% | 100% | 100% | - | 100% |
| RESULT | Percentage of audits that result in zero fiscal findings. | 100% | 100% | 100% | - | 100% |
| OUTPUT | Number of contracts processed. | 102 | 130 | - | - | - |
| OUTPUT | Number of walk-ins and appointments seen at reception. | 11,098 | 12,821 | - | - | - |
| OUTPUT | Number of rides provided by Mt. Hood Express. | 67,074 | 67,044 | - | - | - |

¹ Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

- Mandated Services No
- Shared Services Yes
- Grant Funding Yes

Explain all "Yes" boxes below

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

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

Explanation Most of the funding for Social Services Administration is derived from Indirect Rates charged to all of the grants that fund the programs operated by Social Services. This includes funds from the Developmentally Disabled Program, which is a shared service. The Mt. Hood Express funds are also included in this program area. Social Services has received funds to support the Mt. Hood Express for ten years. The required match for these funds is \$85,133, which is met with County General Fund and private donations.



Social Services Line of Business

Social Services Administration Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 1,160,628 | 1,252,191 | 1,605,947 | 1,605,947 | 2,001,076 | 395,129 | 24.6% 0% |
| Federal Grants & Revenues | 301,249 | 378,436 | 1,144,281 | 1,097,971 | 574,956 | (569,325) | -49.8% |
| State Grants & Revenues | 13,227 | 35,710 | 1,406,615 | 1,406,615 | 1,400,276 | (6,339) | -0.5% |
| Charges for Service | 1,716,766 | 1,892,257 | 2,073,340 | 2,073,340 | 2,241,485 | 168,145 | 8.1% |
| Other Revenues | 197,946 | 319,653 | 179,999 | 189,834 | 165,000 | (14,999) | -8.3% |
| Interfund Transfers | 576,469 | 457,285 | 579,294 | 579,294 | 509,845 | (69,449) | -12.0% |
| Operating Revenue | 2,805,657 | 3,083,341 | 5,383,529 | 5,347,054 | 4,891,562 | (491,967) | -9.1% |
| Total Rev - Including Beginning Bal | 3,966,285 | 4,335,532 | 6,989,476 | 6,953,001 | 6,892,638 | (96,838) | -1.4% |
| Personnel Services | 1,418,379 | 1,475,847 | 1,751,414 | 1,752,989 | 1,931,225 | 179,811 | 10.3% |
| Materials & Services | 980,203 | 1,029,423 | 2,646,744 | 1,855,183 | 3,259,680 | 612,936 | 23.2% |
| Indirect Costs (Internal Dept Chgs) | 210,256 | 252,820 | 317,484 | 285,349 | 235,380 | (82,104) | -25.9% |
| Cost Allocation Charges | 164,692 | 168,190 | 175,554 | 175,554 | 171,530 | (4,024) | -2.3% |
| Capital Outlay | - | 82,316 | 1,132,700 | 878,668 | 581,600 | (551,100) | -48.7% |
| Operating Expenditure | 2,773,530 | 3,008,596 | 6,023,896 | 4,947,743 | 6,179,415 | 155,519 | 2.6% |
| Special Payments | | | 728,779 | | | | |
| Interfund Transfers | - | - | 11,103 | 11,103 | - | (11,103) | -100.0% |
| Contingency | - | - | 236,801 | - | 713,223 | 476,422 | 201.2% |
| Total Exp - Including Special Categories | 2,773,530 | 3,008,596 | 7,000,579 | 4,958,846 | 6,892,638 | 620,838 | -1.5% |
| General Fund Support (if applicable) | 576,469 | 457,285 | 579,294 | 579,294 | 509,845 | (69,449) | -12.0% |
| Full Time Equiv Pos (FTE) Budgeted | 13.00 | 13.00 | 15.00 | 15.00 | 17.00 | 2.00 | 13.3% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 13.00 | 13.00 | | 15.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | | |

Significant Issues and Changes

Additional funding and more contracts with community partners continue to strain the capacity of the Social Services Administration Program. The number of contracts and amendments processed increased from 22 in FY 17-18 to 71 in FY 18-19. The FY 20-21 budget includes the addition of two FTE to address the increased workload in the contracts and budgeting units.



Social Services Line of Business

Developmental Disabilities Program

Purpose Statement

The purpose of the Developmental Disabilities Program is to provide coordination of chosen home and community-based social services to individuals with intellectual and/or developmental disabilities so they can have control and choice over their own life and achieve their desired goals.

Performance Narrative

In FY 18-19, the Developmental Disabilities Program fully met its requirements for the number of qualifying encounters conducted, which ensured full allocation of its funding from the state.

The program continued to experience an upward trend in requests for eligibility determinations, the first step in accessing program services, indicating a growing need for its services in the county. The number of clients served also continued its upward trend, increasing by 7% from FY 2018-19 Quarter 1 to FY 2019-20 Quarter 1.

In FY 18-19, the program implemented a new customer satisfaction survey distribution and collection process that is increasing its ability to assess program participant satisfaction. 87% of survey respondents in FY 18-19 reported that they feel they have control and choice over their lives.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) | FY 20-21 Target |
|------------|--|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percentage of program participants who say they achieve their goals. | New | 76% | 70% | 80% | 70% |
| OUTPUT | Number of individuals served | 1,879 | 1,995 | - | 2,041 | - |
| RESULT | Percentage of abuse allegations that are reported within 24 hours of first knowledge | 93% | 75% | 100% | - | 100% |
| EFFICIENCY | Percentage of state-contracted qualifying encounters conducted | 102% | 114% | 100% | | 100% |

Program includes:

- Mandated Services No
- Shared Services Yes
- Grant Funding No

Explain all "Yes" boxes below

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

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

Explanation Clackamas County operates the program for people with Developmental and Intellectual Disabilities in partnership with the State of Oregon.



Social Services Line of Business

Developmental Disabilities Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|----------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 1,073,399 | - | | | 2,914,772 | 2,914,772 | 0% |
| State Grants & Revenues | 5,070,334 | 7,357,524 | 12,999,609 | 13,018,409 | 10,142,690 | (2,856,919) | -22.0% |
| Other Revenues | 970 | - | - | - | - | - | 0% |
| Operating Revenue | 5,071,304 | 7,357,524 | 12,999,609 | 13,018,409 | 10,142,690 | (2,856,919) | -22.0% |
| Total Rev - Including Beginning Bal | 6,144,703 | 7,357,524 | 12,999,609 | 13,018,409 | 13,057,462 | 57,853 | 0.4% |
| Personnel Services | 4,214,973 | 5,159,427 | 7,034,736 | 7,069,800 | 8,492,346 | 1,457,610 | 20.7% |
| Materials & Services | 499,803 | 527,408 | 982,709 | 960,584 | 1,035,826 | 53,117 | 5.4% |
| Indirect Costs (Internal Dept Chgs) | 864,099 | 1,051,524 | 1,298,692 | 1,298,692 | 1,667,167 | 368,475 | 28.4% |
| Cost Allocation Charges | 565,828 | 602,365 | 774,561 | 774,561 | 896,324 | 121,763 | 15.7% |
| Capital Outlay | - | 16,800 | - | - | 100,000 | 100,000 | 0% |
| Operating Expenditure | 6,144,703 | 7,357,524 | 10,090,698 | 10,103,637 | 12,191,663 | 2,100,965 | 20.8% |
| Contingency | - | - | 2,908,911 | - | 865,799 | (2,043,112) | -70.2% |
| Total Exp - Including Special Categories | 6,144,703 | 7,357,524 | 12,999,609 | 10,103,637 | 13,057,462 | 57,853 | 0.4% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 59.50 | 65.40 | 68.56 | 68.56 | 81.53 | 12.97 | 18.9% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 59.50 | | | 62.06 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | | | 6.50 | - | | |

Significant Issues and Changes

The Developmental Disabilities Program continues to add new clients at a rapid rate. New positions have been added to manage the workload, but a lack of qualified applicants is hindering the program's ability to fill these new positions. As newly created positions with higher classification are added to the program, most have been filled with current employees. This results in strong promotional paths for employees, and also creates additional vacancies that need to be filled. In FY 20-21 will be adding 14.47 additional positions.



Social Services Line of Business

Volunteer Connection Program

Purpose Statement

The purpose of the Volunteer Connection Program is to create meaningful volunteer opportunities that increase the capacity to provide independent living supports to older adults and persons with disabilities so they can increase or maintain their livelihood and independence.

Performance Narrative

The Volunteer Connection Program offers meaningful volunteer opportunities that increase the county's capacity to provide independent living supports to older adults and persons with disabilities, increasing or maintaining their livelihood and independence. This program benefits both the residents who are seeking meaningful ways to contribute to the health of their community and to the residents who are in need of the multiple services the program provides.

Volunteer Connection is comprised of seven distinct sub-programs: Evidence-Based Health Programming, Family Caregiver Support Program, Money Management Program, Retired Seniors Volunteer Program, Senior Companions Program, Senior Health Insurance Benefits Assistance, and Transportation Reaching People.

The program has been highly successful in delivering services using the cost effective model of volunteer service supported by a dedicated small staff. Volunteers logged more than 53,000 hours of donated work in FY 18-19 - the equivalent of 27 FTE in paid staff. Social Services relies on this dedicated cadre of skilled volunteers to deliver services to some of the county's most vulnerable residents. Keeping these volunteers interested and engaged in their work ensures that the division maintains a skilled volunteer corps ready to deliver quality services. Nearly 98% of volunteers surveyed responded that they felt their volunteer service is meaningful.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) | FY 20-21 Target |
|------------|--|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percentage of volunteers who feel their service is meaningful. | 99% | 98% | 95% | - | 95% |
| OUTPUT | Number of volunteer hours worked | 55,051 | 53,202 | - | - | - |
| EFFICIENCY | Number of volunteer hours per Volunteer Connection FTE | 5,345 | 5,024 | - | - | - |

Program includes:

- Mandated Services No
- Shared Services No
- Grant Funding Yes

Explain all "Yes" boxes below

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

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

| Explanation | Grant | Length | Match & Source |
|-------------|---------------------------------|----------------|---|
| | RSVP | Over 20 years | \$37,808 County General Fund |
| | Senior Medicare Patrol | Over 10 years | |
| | SHIBA | Over 10 years | |
| | Money Management/MHS | 7 years | |
| | Oregon Money Management Program | 5 years | |
| | Senior Companion Program | Over 20 years* | \$61,521 (\$31,521 County General Fund; \$30,000 in kind) |
| | Special Needs Transportation | Over 25 years | \$3,000 TriMet |
| | Community Services Block Grant | | |

*A number of grants are under the umbrella of SNT - some have been in effect for over 15 years, two were new in FY 2016-17.



Social Services Line of Business

Volunteer Connection Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 262,460 | 234,004 | 297,366 | 429,588 | 199,182 | (98,184) | -33.0% 0% |
| Federal Grants & Revenues | 373,535 | 376,675 | 549,930 | 394,714 | 384,856 | (165,074) | -30.0% |
| State Grants & Revenues | 609,792 | 892,183 | 936,481 | 931,412 | 906,860 | (29,621) | -3.2% |
| Local Grants & Revenues | 284,769 | 213,983 | 212,472 | 180,150 | 200,509 | (11,963) | -5.6% |
| Charges for Service | 63,528 | 15,500 | 15,500 | 15,500 | 15,500 | - | 0% |
| Other Revenues | 31,632 | 18,075 | 45,956 | 41,018 | 45,956 | - | 0% |
| Interfund Transfers | 107,394 | 132,117 | 108,323 | 108,323 | 107,172 | (1,151) | -1.1% |
| Operating Revenue | 1,470,650 | 1,648,533 | 1,868,662 | 1,671,117 | 1,660,853 | (207,809) | -11.1% |
| Total Rev - Including Beginning Bal | 1,733,110 | 1,882,537 | 2,166,028 | 2,100,705 | 1,860,035 | (305,993) | -14.1% |
| Personnel Services | 811,312 | 910,526 | 1,089,498 | 939,203 | 1,019,962 | (69,536) | -6.4% |
| Materials & Services | 384,021 | 444,468 | 488,524 | 581,161 | 428,962 | (59,562) | -12.2% |
| Indirect Costs (Internal Dept Chgs) | 38,994 | 42,186 | 24,472 | 24,472 | 45,063 | 20,591 | 84.1% |
| Cost Allocation Charges | - | 28,253 | 26,929 | 26,929 | 35,427 | 8,498 | 31.6% |
| Operating Expenditure | 1,234,327 | 1,425,433 | 1,629,423 | 1,571,765 | 1,529,414 | (100,009) | -6.1% |
| Special Payments | 273,673 | 295,289 | 364,335 | 333,940 | 330,621 | (33,714) | -9.3% |
| Contingency | - | - | 172,270 | - | - | (172,270) | -100.0% |
| Total Exp - Including Special Categories | 1,508,000 | 1,720,722 | 2,166,028 | 1,905,705 | 1,860,035 | (305,993) | -14.1% |
| General Fund Support (if applicable) | 107,394 | 132,117 | 108,323 | 108,323 | 107,172 | (1,151) | -1.1% |
| Full Time Equiv Pos (FTE) Budgeted | 10.80 | 9.60 | 9.60 | 9.60 | 10.20 | 0.60 | 6.3% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 10.80 | 9.60 | | 9.60 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | | |

Significant Issues and Changes

Recruiting new volunteers to ensure that the current programs can continue to operate is one of the key issues facing the Volunteer Connection. Most of the volunteer opportunities offered by the Volunteer Connection require significant training and time commitment. As older volunteers age out of volunteer service, identifying replacements continues to be a challenge. Social Services will add .80 FTE to the Money Management program to reduce reliance on part time staff. Social Services will reduce the RSVP FTE program by -.20 due to a decrease in revenue.



Social Services Line of Business

Veterans Service Program

Purpose Statement

The purpose of the Veterans Service Program is to provide Veterans Affairs claims consultation and representation services to Clackamas County Veterans and their eligible dependents so they can obtain the maximum federal and state benefits to which they are entitled.

Performance Narrative

Clackamas County accredited Veterans Service Officers expedite access to needed benefits and increase the positive outcome of benefit claims, appeals and application for veterans. In FY 17-18 the office filed 814 claims totaling \$9,277,891. The measure tracking the dollar amount of new claims is reported on a two-year lag to allow as many claims as possible to move through the long initial review and, if needed, appeal process. This delay provides a more accurate outcome of the office's work. Clackamas County provides significant financial support to the Veterans Service Program. Those investments result in a \$13.86 return for every \$1 of county funding.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) | FY 20-21 Target |
|------------|---|-----------------|------------------|-----------------|----------------------------------|-----------------|
| RESULT | Amount of new claim dollars granted to Clackamas County Veterans. | \$9,277,891 | TBD ¹ | \$10,000,000 | - | \$10,000,000 |
| OUTPUT | Number of claims filed. | 814 | 1043 | - | - | - |
| EFFICIENCY | Return on Investment: Claim dollars generated for every dollar spent on the Veterans Service Program. | \$13.86 | TBD ¹ | - | - | - |

¹ Claim dollars are reported on a two-year lag.

Program includes:

- Mandated Services No
- Shared Services No
- Grant Funding Yes

Explain all "Yes" boxes below

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

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

Explanation The County Veterans Service Office receives a grant from the Oregon Department of Veterans Affairs that covers 32% of the cost of the service. County General Fund supplies 68% of the funds required to operate the service. The program has a \$45,844 maintenance of effort requirement, which is included in the County General Fund allocation.



Social Services Line of Business

Veterans Service Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 89,000 | 76,938 | 76,938 | - | (76,938) | -100.0% |
| State Grants & Revenues | 281,680 | 285,191 | 269,398 | 269,398 | 269,398 | - | 0% |
| Interfund Transfers | 477,363 | 498,086 | 521,184 | 521,184 | 559,618 | 38,434 | 7.4% |
| Operating Revenue | 759,043 | 783,277 | 790,582 | 790,582 | 829,016 | 38,434 | 4.9% |
| Total Rev - Including Beginning Bal | 759,043 | 872,277 | 867,520 | 867,520 | 829,016 | (38,504) | -4.4% |
| Personnel Services | 470,041 | 557,218 | 653,640 | 653,116 | 607,484 | (46,156) | -7.1% |
| Materials & Services | 46,415 | 68,805 | 49,610 | 50,134 | 51,760 | 2,150 | 4.3% |
| Indirect Costs (Internal Dept Chgs) | 89,148 | 105,400 | 99,214 | 99,214 | 106,950 | 7,736 | 7.8% |
| Cost Allocation Charges | 63,888 | 64,280 | 65,056 | 65,056 | 62,822 | (2,234) | -3.4% |
| Operating Expenditure | 669,492 | 795,703 | 867,520 | 867,520 | 829,016 | (38,504) | -4.4% |
| Total Exp - Including Special Categories | 669,492 | 795,703 | 867,520 | 867,520 | 829,016 | (38,504) | -4.4% |
| General Fund Support (if applicable) | 477,363 | 498,086 | 521,184 | 521,184 | 559,618 | 38,434 | 7.4% |
| Full Time Equiv Pos (FTE) Budgeted | 4.20 | 4.20 | 5.27 | 5.27 | 5.27 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 4.20 | 4.20 | | 5.27 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | | |

Significant Issues and Changes

Temporary staffing was added to the Veterans Service Program in FY 18-19 and FY 19-20 to increase outreach efforts and to accomplish one-time administrative tasks.



Social Services Line of Business

Housing Support Program

Purpose Statement

The purpose of the Housing Support Program is to provide housing stabilization and supportive services to people who are homeless or at risk of becoming homeless so they can obtain and maintain permanent housing.

Performance Narrative

The housing crisis in Clackamas County is real, and the demand for services far outpaces availability. The Social Services housing programs are operating at capacity, serving more than 650 households and 1,224 people in FY 18-19. An additional 1,155 households are awaiting services.

Those served are achieving positive outcomes, with 92% of participants exiting our permanent supportive housing, rapid rehousing and transitional housing programs retaining their housing six months post program completion.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) | FY 20-21 Target |
|--------|---|-----------------|-----------------|-----------------|----------------------------------|-----------------|
| RESULT | Percentage of households who have retained permanent housing six months after program completion. | 84% | 92% | 65% | - | 65% |
| OUTPUT | Number of households served. | 639 | 659 | - | - | - |
| DEMAND | Number of households on the CHA (Coordinated Housing Access) waitlist. | 1,172 | 1,155 | - | - | - |

Program includes:

- Mandated Services No
- Shared Services No
- Grant Funding Yes

Explain all "Yes" boxes below

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

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

| Explanation | Grant | Length | Match & Source |
|-------------|---------------------------------------|---------------|---|
| | Homeless Count | Over 10 years | |
| | Veterans Rental Assistance | Four years | |
| | Coordinated Housing Access | Five years | \$7,982 CDBG Housing Rights & Resources |
| | Housing our Hero's | Four years | \$82,862 (\$31,439 County General Fund; \$51,423 EHA Vets Document Recording Fee revenue) |
| | Housing Vets First | Five years | |
| | Public Housing Case Management | Four years | |
| | Hope 2 | 7 years | \$18,242 CSBG |
| | Hope 1 | Over 10 years | \$69,357 EHA |
| | Housing our Families | Four years | \$42,364 EHA |
| | Community Services Block Grant (CSBG) | Over 25 years | |
| | State Homeless Assistance Program | Over 20 years | |
| | Emergency Housing Account (EHA) | Over 20 years | |
| | Bridges to Housing | Over 10 years | |
| | Rent Well | Over 10 years | \$30,812 EHA |
| | Housing Stabilization Program | Over 15 years | |
| | Housing Rights & Responsibilities | Over 15 years | \$28,000 EHA |



Social Services Line of Business

Housing Support Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 467,062 | 458,566 | 442,983 | 471,098 | 230,255 | (212,728) | -48.0% 0% |
| Federal Grants & Revenues | 1,098,297 | 1,290,925 | 2,069,488 | 1,459,867 | 1,458,618 | (610,870) | -29.5% |
| State Grants & Revenues | 806,164 | 2,714,840 | 2,684,291 | 1,941,410 | 1,616,498 | (1,067,793) | -39.8% |
| Local Grants & Revenues | 7,575 | 9,660 | - | 250 | - | - | 0% |
| Charges for Service | 869,387 | 869,585 | 1,650,306 | 1,103,904 | 965,900 | (684,406) | -41.5% |
| Other Revenues | 21,789 | 49 | - | - | - | - | 0% |
| Interfund Transfers | 1,745,626 | 1,988,788 | 2,138,797 | 2,138,797 | 1,896,631 | (242,166) | -11.3% |
| Operating Revenue | 4,548,838 | 6,873,847 | 8,542,882 | 6,644,228 | 5,937,647 | (2,605,235) | -30.5% |
| Total Rev - Including Beginning Bal | 5,015,900 | 7,332,413 | 8,985,865 | 7,115,326 | 6,167,902 | (2,817,963) | -31.4% |
| Personnel Services | 1,373,396 | 1,672,598 | 2,476,615 | 2,194,356 | 1,877,899 | (598,716) | -24.2% |
| Materials & Services | 2,328,215 | 4,029,655 | 5,550,543 | 3,794,945 | 3,422,955 | (2,127,588) | -38.3% |
| Indirect Costs (Internal Dept Chgs) | 340,656 | 296,707 | 463,216 | 444,294 | 401,071 | (62,145) | -13.4% |
| Cost Allocation Charges | 412,446 | 356,088 | 318,942 | 318,942 | 341,661 | 22,719 | 7.1% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 4,454,713 | 6,355,048 | 8,809,316 | 6,752,537 | 6,043,586 | (2,765,730) | -31.4% |
| Special Payments | 116,879 | 118,546 | 147,474 | 121,431 | 124,316 | (23,158) | -15.7% |
| Contingency | - | - | 17,972 | - | - | (17,972) | -100.0% |
| Total Exp - Including Special Categories | 4,571,592 | 6,473,594 | 8,974,762 | 6,873,968 | 6,167,902 | (2,806,860) | -31.3% |
| General Fund Support (if applicable) | 1,624,026 | 1,967,997 | 1,888,797 | 1,888,797 | 1,696,631 | (192,166) | -10.2% |
| Full Time Equiv Pos (FTE) Budgeted | 12.80 | 13.30 | 15.73 | 15.73 | 15.73 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 12.80 | 13.30 | - | 15.73 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | - |

Significant Issues and Changes

In FY 18-19 we had received an increase in one time funds for HSP expansion and EHA Expansion dollars. In 19-20 we had a small rollover of EHA expansion dollars. In FY 20-21 we will not be continuing the Jackson Place Transitional Housing Program.



Social Services Line of Business

Oregon Project Independence Program

Purpose Statement

The purpose of the Oregon Project Independence Program is to provide needs assessment, information, service coordination, and advocacy services to persons 60 years of age or older with physical or cognitive challenges who meet eligibility criteria so they can eliminate or reduce risks to their safety and independence.

Performance Narrative

In FY 18-19, OPI successfully provided 292 older adults with the supports they needed to live independently and remain safe for as long as possible. Demand for OPI services in the community remains high, with a total 618 unduplicated people listed on the program waitlist at some point during the fiscal year.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percentage of clients who did not transition to Medicaid services when exiting the program. | 76% | 76% | 65% | 71% | 65% |
| OUTPUT | Number of clients served | 250 | 292 | - | 287 | - |
| DEMAND | Number of potential clients on waitlist | 618 | 624 | - | | - |

Program includes:

Mandated Services No

Shared Services No

Grant Funding Yes

Explain all "Yes" boxes below

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

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

Explanation Oregon Project Independence is funded by State General Funds. These funds have been received for over 30 years.



Social Services Line of Business

Oregon Project Independence Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 50,130 | 42,493 | 55,564 | 56,473 | 71,564 | 16,000 | 28.8% |
| State Grants & Revenues | 467,158 | 703,814 | 665,695 | 664,786 | 594,424 | (71,271) | -10.7% |
| Other Revenues | 8,715 | 13,071 | - | - | - | - | 0% |
| Operating Revenue | 475,873 | 716,885 | 665,695 | 664,786 | 594,424 | (71,271) | -10.7% |
| Total Rev - Including Beginning Bal | 526,003 | 759,378 | 721,259 | 721,259 | 665,988 | (55,271) | -7.7% |
| Personnel Services | 310,806 | 323,019 | 426,742 | 386,947 | 437,981 | 11,239 | 2.6% |
| Materials & Services | 172,705 | 237,320 | 257,764 | 225,995 | 190,200 | (67,564) | -26.2% |
| Indirect Costs (Internal Dept Chgs) | - | 60,623 | 36,753 | 36,753 | 37,807 | 1,054 | 2.9% |
| Operating Expenditure | 483,511 | 620,962 | 721,259 | 649,695 | 665,988 | (55,271) | -7.7% |
| Special Payments | - | 83,761 | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 483,511 | 704,723 | 721,259 | 649,695 | 665,988 | (55,271) | -7.7% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 3.00 | 3.50 | 4.40 | 4.40 | 4.40 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 3.00 | 3.50 | | 4.40 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | | |

Significant Issues and Changes

A number of factors are impacting the length of time clients benefit from the services provided by the OPI Program. The high needs with which people enter the program means that many clients fairly quickly transition to Medicaid or pass away. The lack of a sufficient homecare worker work force delays the start of support services as qualified care providers are difficult to identify. The low number of hours that each OPI client receives makes recruiting homecare workers difficult. All of these factors result in more staff time being spent on the administrative functions of the job, and less time ensuring clients receive the care they require. Social Services is analyzing the situation and will be making recommendations on programmatic changes that would benefit program participants.



Social Services Line of Business

Aging and Disability Resource Connection Program

Purpose Statement

The purpose of the Aging and Disability Resource Connection Program is to provide needs assessment, information, service coordination, and advocacy services to older adults, persons with disabilities, vulnerable individuals, and other interested parties so they can get the support they need to achieve their desired outcomes.

Performance Narrative

The Aging and Disability Resource Connection Program is a valuable information and referral resource for older adults, family members and caregivers who reside in Clackamas County. The program experienced a slight decrease in consumer use in FY 18-19. This is due in part to the lack of dedicated staff and resources to conduct community outreach to ensure residents are aware of the programming available and how to access it.

In the three sub-programs that involve multiple contacts with clients, over 85% of participants achieved their goals in FY 18-19, exceeding targets for all three.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) | FY 20-21 Target |
|--------|--|-----------------|-----------------|-----------------|----------------------------------|-----------------|
| RESULT | Percentage of people whose goals have been met. | 84% | 85% | 75% | - | 75% |
| OUTPUT | Number of contacts fielded by ADRC Information & Referral. | 2,387 | 2,058 | - | - | - |
| OUTPUT | Number of people served. | 2,973 | 2,516 | - | - | - |

Program includes:

- Mandated Services No
- Shared Services No
- Grant Funding Yes

Explain all "Yes" boxes below

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

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

Explanation The Information and Referral function of the ADRC is funded by two federal grants, the Older Americans' Act and the Community Services Block Grant. These funds have been received by the agency for over 30 years. The required match is \$276,071, \$211,671 of which is in kind and \$64,400 is County General Fund. Other component programs of the ADRC are more recent, and are detailed below.

| Grant | Length |
|--------------------------------|---------------|
| Care Transitions | Five years |
| Options Counseling | Six years |
| Older Americans Act | Over 25 years |
| Community Services Block Grant | Over 25 years |



Social Services Line of Business

Aging and Disability Resource Connection Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 112,756 | 69,352 | 63,480 | 63,480 | - | (63,480) | -100.0% 0% |
| Federal Grants & Revenues | 1,573,320 | 1,838,511 | 2,881,836 | 2,007,968 | 2,273,186 | (608,650) | -21.1% |
| State Grants & Revenues | 224,477 | 251,336 | 215,309 | 215,309 | 187,564 | (27,745) | -12.9% |
| Local Grants & Revenues | 62,500 | 119,335 | 274,350 | 169,942 | 79,664 | (194,686) | -71.0% |
| Charges for Service | - | 28,098 | 118,527 | 118,527 | 65,000 | (53,527) | -45.2% |
| Operating Revenue | 1,860,297 | 2,237,280 | 3,490,022 | 2,511,746 | 2,605,414 | (884,608) | -25.3% |
| Total Rev - Including Beginning Bal | 1,973,053 | 2,306,632 | 3,553,502 | 2,575,226 | 2,605,414 | (948,088) | -26.7% |
| Personnel Services | 565,190 | 661,445 | 905,661 | 909,408 | 888,275 | (17,386) | -1.9% |
| Materials & Services | 734,380 | 844,345 | 1,446,162 | 996,783 | 1,017,948 | (428,214) | -29.6% |
| Indirect Costs (Internal Dept Chgs) | 82,820 | 113,705 | 40,911 | 40,911 | 75,341 | 34,430 | 84.2% |
| Cost Allocation Charges | - | 6,036 | 68,238 | 68,238 | 19,269 | (48,969) | -71.8% |
| Operating Expenditure | 1,382,390 | 1,625,531 | 2,460,972 | 2,015,340 | 2,000,833 | (460,139) | -18.7% |
| Special Payments | 521,313 | 617,620 | 1,092,530 | 559,886 | 604,581 | (487,949) | -44.7% |
| Total Exp - Including Special Categories | 1,903,703 | 2,243,151 | 3,553,502 | 2,575,226 | 2,605,414 | (948,088) | -26.7% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 5.00 | 5.00 | 5.60 | 5.60 | 5.60 | 0.00 | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.00 | 5.00 | | 5.60 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | | |

Significant Issues and Changes

In FY 18-19 Social Services entered into a contract to offer the Veterans Directed Home and Community Based Services program. The program provides in-home supports that allow older veterans to access the services they need to remain living independently and safely in their own home. Funding for the program originates at the Veterans Administration, is made available to Social Services via a contract with Multnomah County, and is reflected in the Local Grants revenue line item.



Social Services Line of Business

Energy Assistance Program

Purpose Statement

The purpose of the Energy Assistance Program is to provide eligibility determination, financial assistance, and education services to income eligible households in Clackamas County so they can reduce their energy expenses.

Performance Narrative

The Energy Assistance Program continues to implement creative strategies to ensure that as many households as possible benefit from the program. Through extensive outreach, effective education and mobile enrollment, the program continues to achieve significant outcomes, including:

- Increased use of the program prior to utility shutoff (which saves money);
- Increased number of households served; and
- Increased use of the program by users who are seniors and/or people living with a disability.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of (12/31/19) | FY 20-21 Target |
|--------|--|-----------------|-----------------|-----------------|----------------------------------|-----------------|
| RESULT | Percentage of households who receive assistance prior to energy shutoff. | 96% | 96% | 90% | - | 90% |
| RESULT | Percentage of households that are first-time assistance recipients. | 6% | 9% | - | - | - |
| OUTPUT | Dollars paid to alleviate energy costs. | \$3,925,794 | \$3,727,840 | - | - | - |
| OUTPUT | Number of payments made to restore service. ¹ | 454 | 264 | - | - | - |

¹ Fewer payments to restore service is also a gauge of program efficiency because restoring service requires more program financial resources.

Program includes:

- Mandated Services No
- Shared Services No
- Grant Funding Yes

Explain all "Yes" boxes below

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

- | | | |
|-------------|---|---------------|
| Explanation | Low Income Household Energy Assistance Program (LIHEAP) | Over 25 years |
| | Oregon Energy Assistance Program (OEAP) | Over 10 years |
| | Oregon Low Income Gas Assistance Program (OLGA) | Over 15 years |



Social Services Line of Business

Energy Assistance Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|-------------------------------------|
| Beginning Balance | 12,859 | 360 | - | - | - | - | 0% |
| Federal Grants & Revenues | 1,707,907 | 1,821,012 | 2,425,730 | 1,649,022 | 1,747,825 | (677,905) | -27.9% |
| State Grants & Revenues | 2,881,321 | 2,701,904 | 2,981,891 | 2,927,891 | 2,982,122 | 231 | 0.0% |
| Local Grants & Revenues | 42,535 | 44,900 | 37,159 | 37,159 | 38,878 | 1,719 | 4.6% |
| Operating Revenue | 4,631,763 | 4,567,816 | 5,444,780 | 4,614,072 | 4,768,825 | (675,955) | -12.4% |
| Total Rev - Including Beginning Bal | 4,644,622 | 4,568,176 | 5,444,780 | 4,614,072 | 4,768,825 | (675,955) | -12.4% |
| Personnel Services | 732,069 | 801,461 | 1,107,392 | 961,598 | 1,033,470 | (73,922) | -6.7% |
| Materials & Services | 3,688,371 | 3,526,718 | 4,041,212 | 3,392,936 | 3,471,769 | (569,443) | -14.1% |
| Indirect Costs (Internal Dept Chgs) | 132,634 | 153,726 | 192,752 | 156,114 | 164,473 | (28,279) | -14.7% |
| Cost Allocation Charges | 85,102 | 79,973 | 94,724 | 94,724 | 90,038 | (4,686) | -4.9% |
| Operating Expenditure | 4,638,176 | 4,561,878 | 5,436,080 | 4,605,372 | 4,759,750 | (676,330) | -12.4% |
| Special Payments | 6,469 | 6,300 | 8,700 | 8,700 | 9,075 | 375 | 4.3% |
| Total Exp - Including Special Categories | 4,644,645 | 4,568,178 | 5,444,780 | 4,614,072 | 4,768,825 | (675,955) | -12.4% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 7.00 | 6.00 | 9.00 | 9.00 | 9.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 7.00 | 6.00 | | 9.00 | | - | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | - | |

Significant Issues and Changes

Changes to the payment schedule made by the State will increase the dollar amount provided to each participating household, and will decrease the total number of households served in FY 19-20.



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CLACKAMAS
C O U N T Y



Human Resources

Evelyn Minor-Lawrence, Director

**2051 Kaen Road
Oregon City, Oregon 97045
503-655-8459**

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



Department Mission

The mission of the Department of Human Resources (HR) is to provide employment, benefits and wellness, risk management and workforce planning services to County Departments so they can have the resources they need to provide high quality services and achieve their strategic results.

| | |
|-----------------------------------|--|
| Human Resources Department | |
| Evelyn Minor-Lawrence, Director | |
| FTE 43 | |
| Total Adopted \$72,262,970 | |
| General Fund Support \$ 1,192,986 | |

| | | | | |
|--|---|--|--|---|
| Administration Evelyn Minor-Lawrence, Director Total Adopted \$1,603,260 Gen Fund \$ 281,075 | Employee & Labor Relations Eric Sarha, Deputy Director/ Chief Negotiator Total Adopted \$673,462 Gen Fund \$ 236,211 | Workforce Design Evelyn Minor-Lawrence, Director Total Adopted \$2,663,726 Gen Fund \$ 675,700 | Benefits Administration Kristi Durham, Benefits Manager Total Adopted \$49,015,767 Gen Fund \$ - | Risk Administration Eric Machado, Risk Manager Total Adopted \$18,306,755 Gen Fund \$ - |
|--|---|--|--|---|

| | | | | |
|---|---|---|--|--|
| Office of the Director/ Administrative Svc Evelyn Minor-Lawrence, Director FTE 4.0 (Total Staff 6.0)* Total Adopted \$906,120 Gen Fund \$ 217,904 | Employee & Labor Relations Eric Sarha, Assistant Director/ Chief Negotiator FTE 2.5 (Total Staff 3.0)* Total Adopted \$673,462 Gen Fund \$ 236,211 | Classification & Compensation Heather Pedersen, Class & Comp Manager FTE 4.0 Total Adopted \$966,610 Gen Fund \$ 319,901 | Benefits & Wellness Kristi Durham, Benefits Manager FTE 11.25 (Total Staff 11.0)* (Plus temporary FTE) Total Adopted \$49,015,767 Gen Fund \$ - | Risk & Safety Management Eric Machado, Risk Manager FTE 8.75 (Total Staff 6.0)* Total Adopted \$18,306,755 Gen Fund \$ - |
|---|---|---|--|--|

| |
|--|
| Workforce Data Management Krista Weatherford, HR Business Systems Manager FTE 4.5 (Total Staff 5.0)* Total Adopted \$697,140 Gen Fund \$ 63,171 |
|--|

| |
|---|
| Recruitment and Selection JJ Peters, Recruitment Manager FTE 6.0 Total Adopted \$1,087,225 Gen Fund \$ 136,821 |
|---|

| |
|--|
| Workforce Development & Planning Jeri Oswalt, Learning & Development Manager FTE 2.0 Total Adopted \$609,891 Gen Fund \$ 218,978 |
|--|

* Certain positions in the Director's Office, Administrative Services, Workforce Data Management, and Employee and Labor Relations are budgeted in both Human Resources (General Fund) as well as Benefits and Wellness Administration (Fund 760) and Risk Administration (Fund 761). The Total Staff figure reflects the number of employees performing the work organizationally, rather than how they are accounted for budgetarily within the department.



Human Resources

Department Budget Summary by Fund

| <i>Line of Business</i> | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 |
|---|--------------|------------------|-----------------------|-----------------------------|---------------------|---|
| <i>Program</i> | FTE | General Fund | Self - Insurance Fund | Risk Management Claims Fund | Tota Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Administration | | | | | | |
| Director's Office/Administrative Services | 4.00 | 906,120 | | | 906,120 | 217,904 |
| Workforce Data Management | 4.50 | 697,140 | | | 697,140 | 63,171 |
| Employee and Labor Relations | | | | | | |
| Employee and Labor Relations | 2.50 | 673,462 | | | 673,462 | 236,211 |
| Workforce Design | | | | | | |
| Classification and Compensation | 4.00 | 966,610 | | | 966,610 | 319,901 |
| Recruitment and Selection | 6.00 | 1,087,225 | | | 1,087,225 | 136,821 |
| Workforce Development and Planning | 2.00 | 609,891 | | | 609,891 | 218,978 |
| Benefits and Wellness | | | | | | |
| Benefits and Wellness | 11.25 | | 49,015,767 | | 49,015,767 | |
| Risk Administration | | | | | | |
| Risk Management | 8.75 | | | 18,306,755 | 18,306,755 | |
| TOTAL | 43.00 | 4,940,449 | 49,015,767 | 18,306,755 | 72,262,970 | 1,192,986 |
| FY 19/20 Budget | 43.00 | 5,054,793 | 44,921,791 | 18,114,953 | 68,091,537 | 1,307,330 |
| \$ Increase (Decrease) | 0.00 | -114,344 | 4,093,976 | 191,802 | 4,171,433 | -114,344 |
| % Increase (Decrease) | 0.00% | -2.26% | 9.11% | 1.06% | 6.13% | -8.75% |

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



Purpose Statement

The purpose of the Human Resources Director's Office program is to provide HR direction, executive consultation and policy decision services to the Board of County Commissioners, County Administrator, County Departments and employees so they can have a strategic partner to achieve their strategic and operational goals.

Performance Narrative Statement

The Office of the Director and Administrative Services programs adopts a \$906,120 budget, reflecting a continuation of current funding and service levels. In addition to our strategic efforts to partner with our customers, the two main initiatives for the Director's Office have been addressing the County's Internal Complaints Process and updating County employment policies.

Our efforts to provide excellent customer service and strategic partner consultative services have continued to be well received from internal County customers. We will continue to incorporate feedback to ensure this strong trend continues and evolves with the needs of the County.

Internal Complaint Process

In response to a comprehensive audit of the County's practices related to internal complaints by the the County's Internal Auditor, we have continued to evaluate our processes and apply the recommendations presented in the audit report. Our efforts to date include development of a County intranet page, an expanded complaint packet, expansion of investigator resources, and continued evaluation of our record-keeping practices. We will continue to make progress on the specific actions that will address the recommendations during FY 20-21.

Employee Policy and Practices (EPP)/County Code Integration

After conducting analysis of existing policies and human resources related language in the County Code, this project is transitioning to actual policy development. We retained the expertise of an external consultant to focus on policy revisions, and to date have significant edits to five key County policies. Three of these policies are in the final stages of approval and implementation. We anticipate employing additional resources so this critical project continues to move forward.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|---|-----------------|-----------------|-----------------|--------------------------------|-----------------|
| Result | By 2021, 90% of Clackamas County managers agree or strongly agree that Human Resources is a strategic business partner. | 92% | 90% | 90% | 93% | 90% |
| Result | 80% of HR Lines of Business managers who report they "strongly agree" or "agree" that Administrative Services helps their line of business to achieve results, is efficient and timely in response, and is proactive in solving problems. | n/a | 80% | 80% | 100% | 80% |
| Output | Number of revised Employee Policies and Procedures and County Code. | 0 | 8 | 10 | 3 | 10 |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

Explanation



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | 502,019 | 545,456 | 651,249 | 650,863 | 687,132 | 35,883 | 5.5% |
| Other Revenues | 2,915 | 1,808 | 870 | 870 | 1,087 | 217 | 24.9% |
| Operating Revenue | 504,934 | 547,264 | 651,733 | 651,733 | 688,219 | 140,955 | 25.8% |
| Total Rev - Including Beginning Bal | 504,934 | 547,264 | 651,733 | 651,733 | 688,219 | 140,955 | 5.6% |
| Personnel Services | 642,592 | 698,662 | 620,144 | 613,871 | 580,172 | (39,972) | -6.4% |
| Materials & Services | 114,042 | 100,467 | 222,415 | 128,994 | 277,561 | 55,146 | 24.8% |
| Cost Allocation Charges | 46,787 | 46,845 | 48,997 | 48,997 | 48,387 | (610) | -1.2% |
| Operating Expenditure | 803,421 | 845,974 | 891,556 | 791,862 | 906,120 | 14,564 | 1.6% |
| Total Exp - Including Special Categories | 803,421 | 845,974 | 891,556 | 791,862 | 906,120 | 14,564 | 1.6% |
| General Fund Support (if applicable) | 196,066 | 187,390 | 284,202 | 153,699 | 217,901 | (66,301) | -23.3% |
| Full Time Equiv Pos (FTE) Budgeted | 5.00 | 5.00 | 4.00 | 4.00 | 4.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.00 | 5.00 | - | 4.00 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes



Administration

Workforce Data Management

Purpose Statement

The purpose of the Workforce Data Management program is to provide systems management, reports and analysis, education services to HR and county departments so they can understand and use HR systems and data to make informed decisions and achieve their strategic results.

Performance Narrative Statement

The Workforce Data Management program adopted a budget of \$697,140 for fiscal year 20-21, and has two major initiatives in addition to the day-to-day transaction processing, system maintenance, and data quality work.

ERP Strategic Planning

In the FY 20-21 budget year, the WDM will work with executives from Human Resources, Finance, Information Services as well as County Administration to finish the business analysis review for Finance. The completion of the business and technical gap review for Finance will put both departments on the same playing field for a cost benefits analysis of the recommended paths. With the completion of cost benefit analysis, the ERP Strategy team will provide the Board of Clackamas County with the data and cost of the options available to the county for our ERP system. This final piece of data will help make decisions in moving the county forward in the selection of a path for this critical system tool.

Data Analytics

In the FY20-21 budget year, the WDM unit completed training in the area of Data Analytics specifically use of Microsoft Power BI tool. The training helped provided better analytics to answer questions such the cost of employment claims and the demographic of employee discipline.

For the FY 20-21 budget year, the WDM unit plans to be part of an establishment of a data analytics community of practice. The group can help guide the county in selection of the best tools to fit our needs as well as advise county in data analytics practices as the county grows into their goal of being a data driven agency.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | 95% of departments submitting Personnel Actions not needing material corrections. | 81% | 85% | 95% | 85% | 95% |
| Output | Number of data transactions provided | 9,448 | 9,000 | 9,000 | 12,378 | 9,900 |
| Output | Number of Managers and staff trained (removed) | 62 | 60 | Discontinue | n/a | n/a |

Explanation of measures

The WDM unit processes between 9000-11,000 transactions annually for our employee workforce. This process is highly manual and requires analysis of the transaction against the variety of work rule documents to ensure data quality.

The numbers of transactions fluctuate from year to year based on the implementation of collective bargaining agreements and other large-scale initiatives that influence employee data. Examples include creation of new infrastructure for MFR or the implementation or upgrade of systems impacted by PeopleSoft HCM.

Because the county has many sources for work rules between ordinances, policies, collective bargaining contracts, and other work rules, we find that departments struggle to apply our county work rules consistently. Our current data collection method of Personnel Action review shows that only 85% of transactions submitted to Human Resources is correct. One way to address the 15% of transactions that are incorrect is to provide training for all the tools available to aid this process. We created a specific series of training courses for PA Processors and managers that we have delivered since fiscal year 16-17. The new training improved transaction quality approximately 20%, but has plateaued. Our goal for the FY 20-21 is to add specific training for the PA Processors to continue to educate them in the accurate processing of employee transactions. We hope to improve our numbers of PA's not needing material corrections to 95% for the fiscal year 20-21.

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Administration

Workforce Data Management

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | 564,771 | 613,638 | 732,221 | 732,221 | 633,208 | (99,013) | -13.5% |
| Other Revenues | 2,040 | 1,265 | 978 | 978 | 761 | (217) | -22.2% |
| Operating Revenue | 566,811 | 614,903 | 733,199 | 733,199 | 633,969 | (99,230) | -13.5% |
| Total Rev - Including Beginning Bal | 566,811 | 614,903 | 733,199 | 733,199 | 633,969 | (99,230) | -13.5% |
| Personnel Services | 446,016 | 489,012 | 694,666 | 690,605 | 633,208 | (61,458) | -8.8% |
| Materials & Services | 128,297 | 113,025 | 250,217 | 145,119 | 30,061 | (220,156) | -88.0% |
| Cost Allocation Charges | 32,751 | 32,792 | 34,298 | 34,298 | 33,871 | (427) | -1.2% |
| Operating Expenditure | 607,064 | 634,829 | 979,181 | 870,022 | 697,140 | (282,041) | -28.8% |
| Total Exp - Including Special Categories | 607,064 | 634,829 | 979,181 | 870,022 | 697,140 | (282,041) | -28.8% |
| General Fund Support (if applicable) | 137,246 | 131,173 | 198,942 | 107,590 | 63,171 | (135,771) | -68.2% |
| Full Time Equiv Pos (FTE) Budgeted | 3.50 | 3.50 | 4.50 | 4.50 | 4.50 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 3.50 | 3.50 | - | 4.50 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes



Employee and Labor Relations

Employee and Labor Relations

Purpose Statement

The purpose of the Employee and Labor Relations program is to provide discipline administration, collective bargaining and labor contract administration services to the BCC, County Administration, and Departments so they can gain the tools to manage a productive workforce and maintain good employee and labor relations.

Performance Narrative Statement

The Employee and Labor Relations program adopted a \$673,462 budget, reflecting a continuation of current funding and service levels.

Our goal is to reduce liability to the County regarding employment actions by resolving issues at the lowest levels and partnering with managers regarding employee and labor relations matters in an effort to enhance organizational effectiveness. These activities include the application of policies and contract interpretation and administration; strategizing how to address issues proactively; assisting with workplace conflict resolution; responding to employee performance issues and grievances; and providing guidance and training on collective bargaining agreements, policies, and other employee and labor relation subjects.

The County is presently in negotiations with the Federation of Parole and Probation Officers union (FOPPO) for their contract ending June 30, 2020. Negotiations are slated to begin shortly with the Peace Officers Association (POA) for their contract that also expires on June 30, 2020.

During the upcoming FY 20-21, negotiations will commence with the County's largest union, the Employees' Association (EA) and the American Federation of State County and Municipal Employees (AFSCME). We will also begin to bargain the implementation of the County's findings related to the Equal Pay Audit.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | 80% of grievances resolved prior to arbitration | n/a | 65% | 65% | 47% | 65% |
| Output | Number of disciplinary actions involving economic loss | 13 | 8 | 18 | 10 | 18 |
| Output | Number of collective bargaining agreements and/or other labor agreements negotiated to resolution | 10 | 7 | 7 | 6 | 6 |
| Output | 90% of managers and supervisors attending employee/labor relations training courses | n/a | 80% | 80% | 0% | 80% |
| Output | Number of implemented performance improvement plans, work plans and/or other similar performance management related tools | 102 | Discontinue | n/a | n/a | n/a |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Employee and Labor Relations

Employee and Labor Relations

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | 313,762 | 340,910 | 406,789 | 406,789 | 436,708 | 29,919 | 7.4% |
| Other Revenues | 1,457 | 904 | 543 | 543 | 543 | - | 0% |
| Operating Revenue | 315,219 | 341,814 | 407,332 | 407,332 | 437,251 | 29,919 | 7.3% |
| Total Rev - Including Beginning Bal | 315,219 | 341,814 | 407,332 | 407,332 | 437,251 | 29,919 | 7.3% |
| Personnel Services | 318,583 | 349,294 | 385,926 | 383,670 | 436,708 | 50,782 | 13.2% |
| Materials & Services | 71,276 | 62,792 | 139,010 | 80,622 | 212,561 | 73,551 | 52.9% |
| Cost Allocation Charges | 23,393 | 23,423 | 24,499 | 24,499 | 24,193 | (306) | -1.2% |
| Operating Expenditure | 413,252 | 435,509 | 549,435 | 488,791 | 673,462 | 124,027 | 22.6% |
| Total Exp - Including Special Categories | 413,252 | 435,509 | 549,435 | 488,791 | 673,462 | 124,027 | 22.6% |
| General Fund Support (if applicable) | 98,033 | 93,695 | 142,101 | 76,850 | 236,211 | 94,110 | 66.2% |
| Full Time Equiv Pos (FTE) Budgeted | 1.50 | 2.50 | 2.50 | 2.50 | 2.50 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 1.50 | 2.50 | - | 2.50 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes

No significant changes at this time.



Workforce Design Classification and Compensation

Purpose Statement

The purpose of the Classification and Compensation program is to provide up-to-date plans, positions and organizational structure consultation services to County Departments so they can structure their organizations in a way that places the right person in the right classification at the appropriate pay to achieve their operational and strategic results.

Performance Narrative Statement

The Classification and Compensation program adopted a \$966,610 budget, reflecting a continuation of current funding and service levels. The Classification & Compensation unit has two major initiatives in addition to the review and allocation of budgeted positions, strategic organizational design, and maintenance of the County's classification and compensation plans.

Equal Pay Analysis

On June 1, 2017, Governor Kate Brown signed into law House Bill 2005, also known as the Oregon Equal Pay Law, expanding pay equity protections to Oregonians and creating new obligations for Oregon employers. As part of implementing this new law, Human Resources, in coordination with County Counsel, went out for an RFQ soliciting quotes for a consultant to conduct an Equal Pay Analysis and hired a consultant in November 2018.

The Equal Pay Analysis was kicked off in February of 2019 and to date, all County employees have been surveyed regarding their individual jobs and classifications. In addition to assigning jobs to Work of Comparable Character groupings, the consultant will also be analyzing individual compensation based on those groupings. The consultant will recommend modifications to County compensation structures, systems, policies and to individual compensation to eliminate any unlawful wage disparities.

Structured Classification Reviews

Clackamas County has close to 500 unique classifications. Many of these classifications are outdated and in need of review and market analysis to ensure they accurately reflect the business needs of the County, are internally aligned, and placed at the appropriate salary grade.

This initiative seeks to ensure that all county classifications are reviewed for alignment with business needs and market compatibility every five years. Ensuring our classification specifications are up to date, that we are paying competitive wages and that employees are classified appropriately go hand-in-hand with the County's Equal Pay Analysis.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | By 2025 2021, 100% of County classifications will be reviewed for alignment with County business needs and market comparability within the past five years. | 38% | 60% | 20% | 33% | 20% |
| Output | Number of position allocations, recommendations and determinations provided | 185 | 257 | 250 | 124 | 250 |
| Output | Number of market studies conducted (individual classifications and job families) | 56 | 70 | 70 | 30 | 70 |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

Explanation



Classification and Compensation

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | 502,019 | 545,456 | 650,863 | 650,863 | 645,839 | (5,024) | -0.8% |
| Other Revenues | 2,332 | 1,446 | 870 | 870 | 870 | - | 0% |
| Operating Revenue | 504,351 | 546,902 | 651,733 | 651,733 | 646,709 | (5,024) | -0.8% |
| Total Rev - Including Beginning Bal | 504,351 | 546,902 | 651,733 | 651,733 | 646,709 | (5,024) | -0.8% |
| Personnel Services | 509,732 | 558,871 | 617,481 | 574,530 | 645,839 | 28,358 | 4.6% |
| Materials & Services | 114,042 | 100,467 | 222,415 | 128,994 | 282,061 | 59,646 | 26.8% |
| Cost Allocation Charges | 37,429 | 37,476 | 39,198 | 39,198 | 38,710 | (488) | -1.2% |
| Operating Expenditure | 661,203 | 696,814 | 879,094 | 742,722 | 966,610 | 87,516 | 10.0% |
| Total Exp - Including Special Categories | 661,203 | 696,814 | 879,094 | 742,722 | 966,610 | 87,516 | 10.0% |
| General Fund Support (if applicable) | 156,853 | 149,912 | 227,362 | 122,959 | 319,901 | 92,539 | 40.7% |
| Full Time Equiv Pos (FTE) Budgeted | 3.00 | 3.00 | 4.00 | 4.00 | 4.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 3.00 | 3.00 | - | 3.00 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | 1.00 | - | - | 0% |

Significant Issues and Changes



Workforce Design Recruitment and Selection

Purpose Statement

The purpose of the Recruitment and Selection Program is to provide consultation, outreach, evaluation and selection services to County Departments so they can hire and retain the qualified, diverse workforce they need to achieve their strategic results.

Performance Narrative Statement

The Recruitment and Selection Program adopted a budget of \$1,087,225 reflecting a continuation of current funding and service levels.

Initiative Overviews/Status:

The recruitment and selection team continues to work closely with the classification and compensation team and other key stakeholders to review, and update as necessary, the tools, data and procedures related to job offers to fully implement the Equal Pay Act.

Significant Issues or Changes:

Implementation of the Equal Pay Act.

Hiring Freeze and the Exception Approval Process put in place by the County Administrator on June 12, 2019 and recently updated on April 6, 2020.

Another significant change is the impact of the COVID-19 event on county operations. Preparations for social distancing precautions for interviews and testing earlier in the month of March as well as when the county re-opens to the public after the closure of county buildings from March 18 – to present significantly impacted recruitment operations and caused significant delays in many recruitments. It is expected we will see additional and more significant impact to the future quarter's results pending the length of shelter in place orders and long term impacts from this pandemic event.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|--|-----------------|-----------------|-----------------|--------------------------------|-----------------|
| Result | 70% of open positions are filled within 90 days from the date of requisition | 59% | 65% | 65% | 42% | 65% |
| Output | Number of hires per year | 306 | 320 | 320 | 150 | 320 |
| Output | Number of job postings (recruitments) per year | 270 | 260 | 260 | 116 | 260 |
| Output | Number of recruitment outreach events per year | 25 | 24 | 24 | 11 | 24 |

A note regarding the "FY 17-18 Actual" drop in % of positions filled in 90 days result: this shortfall is due in part, if not totality, to two factors: 1) a business process change that was made effective October 15, 2018 to create "cert only" job requisitions within 2 business days of notification from the department that they are ready to fill the vacancy. Prior to this change, this type of job requisition had not been created until it was known for sure if the position would be filled as a "cert only" or require a new recruitment; 2) a second business process change, made effective December 3, 2018. If a job requisition is cancelled and replaced with another job requisition due to an inability to make a hire, the new (replacement) job requisition creation date is retro-activated to the date the original job requisition was created in order to capture the data more accurately. The prior business processes needed to be changed because they did not accurately capture the actual time it took to fill these vacancies.

A note regarding the "FY 19-20 Actuals as of 12/31/19" drop in % of positions filled in 90 days result: in addition to the two business process changes previously described, three additional influencers of this result are: 1) impacts of the hiring freeze that went into effect June 12, 2019 (departments paused a number of recruitments to more closely consider the necessity of filling their vacancies); 2) significant progress was made during this period to reduce the long standing recruitment backlog; while this is great news it negatively impacted this period's result due to the significant length of time some of these recruitments had been waiting prior to assignment; 3) additional steps/approvals at the job offer stage of the selection process necessitated by the Equal Pay Act required additional staff time to thoroughly review, consult, research, recommend and obtain approval for upper step appointments. All three of these factors negatively impacted this result.

It has become clear that the target for this result is no longer realistic for the reasons listed in the notes below regarding the FY Actuals. However, after discussion with the County Administrator, we agreed we will continue to track this result but not set a new target at this time since we will continue to evaluate and consider changes to our business processes and procedures as we work with Trupp on the EPA project. This result will likely be replaced by FY 2023-24. While the length of time it takes to fill vacancies is important, our focus and attention will need to shift to focus on reviewing and implementing updated HR business processes related to equity, diversity and inclusion and to comply with the Equal Pay Act. We plan to identify a new result addressing one or both of these areas by FY 2023-24.

Program includes:

- Mandated Services N
- Shared Services N
- Grant Funding N

Explain all "Yes" boxes below

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

Explanation



Workforce Design

Recruitment and Selection

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | 753,028 | 818,183 | 976,295 | 976,295 | 949,100 | (27,195) | -2.8% |
| Other Revenues | 3,497 | 2,169 | 1,304 | 1,304 | 1,304 | - | 0% |
| Operating Revenue | 756,525 | 820,352 | 977,599 | 977,599 | 950,404 | (27,195) | -2.8% |
| Total Rev - Including Beginning Bal | 756,525 | 820,352 | 977,599 | 977,599 | 950,404 | (27,195) | -2.8% |
| Personnel Services | 764,598 | 838,306 | 926,222 | 920,807 | 949,100 | 22,878 | 2.5% |
| Materials & Services | 171,063 | 150,700 | 333,623 | 193,492 | 80,061 | (253,562) | -76.0% |
| Cost Allocation Charges | 50,716 | 56,144 | 56,134 | 56,138 | 58,064 | 1,930 | 3.4% |
| Operating Expenditure | 986,377 | 1,045,150 | 1,315,979 | 1,170,437 | 1,087,225 | (228,754) | -17.4% |
| Total Exp - Including Special Categories | 986,377 | 1,045,150 | 1,315,979 | 1,170,437 | 1,087,225 | (228,754) | -17.4% |
| General Fund Support (if applicable) | 235,279 | 224,869 | 341,043 | 184,439 | 136,821 | (204,222) | -59.9% |
| Full Time Equiv Pos (FTE) Budgeted | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 6.00 | 6.00 | - | 6.00 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes

No significant changes at this time.



Workforce Design

Workforce Development and Planning

Purpose Statement

The purpose of the Workforce Planning and Development program is to provide informal/formal learning events and individual development planning with advanced planning consultations and strategic business plan integration services to County Departments and agencies so they can anticipate and respond to the departments' current and future workforce needs.

Performance Narrative Statement

The Workforce Development and Planning program adopted a \$609,891 budget, reflecting a continuation of current funding and service levels.

Workforce Planning and Development resources provide for the development, purchase and delivery of employee development services primarily in the form of learning events and training content. Individualized workforce planning services for departments and the County at large. Supporting effective supervision of employees across the County while supporting Performance Clackamas and Core Values by linking these programs to employee performance.

Program Projects

- In 2018 31% of employees received a documented performance review. In 2019 our goal was for 50% of employees to receive a documented performance review - 77% was achieved, increasing to 95% in 2020. At the same time increasing the quality and effectiveness of the supervision and the new Clarify, Converse, Capture process. This is a dramatic change in culture for the County and will require ongoing attention. New tools/templates, communication models, reports and systems have been created. To gain and maintain traction with the updated processes and provide all of these supports, we will continue to partner and engage with Departments and employees. This includes content delivered at New Employee Workshops and a required training for everyone with a direct report.
- During FY 20-21, completion of establishing core supervisory responsibilities through research, assessment and interaction with stakeholders. These standards will better enable the development of training, the establishment of positions and holding employees accountable for this portion of their work.
- During FY 20-21, continue to create a broader range of learning resources. By establishing a mobile learning platform as well as a library of online content employees can access content anytime anywhere regardless of their work schedule or location. Additionally we have formed new partnerships with organizations like Learning Point to provide increased options for content, schedule and location. These partnerships will continue.
- HR sponsored management training has become fractured with content being provided from multiple program areas. During FY 20-21 we will rebuild to create a cohesive curriculum - that will integrate Clarify Converse Capture, Core Values, core supervisory expectations, and reflect the needs of our workforce and organization. We may propose moving management training to an Academy or certification model in order to increase the visibility and participation in this curriculum.
- A professional, County-wide employee engagement survey was completed in February 2020 through a partnership with consultant TalentMap. Continuing into FY 20-21, we will share the results of the survey County-wide, and determine best practice for responding to the results. This will include working with County Administration and other departments, union leaders, and other key stakeholders.
- Meeting departments where they are at with Workforce Planning will be a focus in FY 20-21. We will connect with the 83% of departments that already have workforce planning elements included in their strategic business plans to determine how best to support them.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Result | By 2021 90% of County departments will have workforce planning elements integrated into their strategic business plan | NEW | 71% | 85% | 83% | 85% |
| Result | By 2020 95% of employees will have a documented performance summary | NEW | 50% | 95% | 77% | 95% |
| Result | 90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time | 95% | 95% | 95% | 93% | 95% |
| Output | Number of employees engaging with the Leadership Academy | 45 | 44 | 45 | 78 | 45 |
| Output | Number of County employees registered for formal learning events | NEW | 2000 | 2000 | 869 | 2000 |
| Output | Number of County employees participating in formal and informal learning events | 2235 | 2800 | 2800 | 1000 | 2800 |
| Output | Number of workforce plans developed | 0 | Discontinue | | N/A | N/A |

We'll see volatility in number of ppl registered for events depending on required annual trainings.

Program includes:

- Mandated Services N
- Shared Services N
- Grant Funding N

Explain all "Yes" boxes below

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

Explanation



Workforce Design

Workforce Development and Planning

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Charges for Service | 251,009 | 272,728 | 325,432 | 325,432 | 390,476 | 65,044 | 20.0% |
| Other Revenues | 1,166 | 723 | 435 | 435 | 435 | - | 0% |
| Operating Revenue | 252,175 | 273,451 | 325,867 | 325,867 | 390,911 | 65,044 | 20.0% |
| Total Rev - Including Beginning Bal | 252,175 | 273,451 | 325,867 | 325,867 | 390,911 | 65,044 | 20.0% |
| Personnel Services | 254,866 | 279,435 | 308,741 | 306,936 | 390,476 | 81,735 | 26.5% |
| Materials & Services | 57,021 | 50,233 | 111,208 | 64,497 | 200,061 | 200,061 | 79.9% |
| Cost Allocation Charges | 18,715 | 18,738 | 19,599 | 19,599 | 19,354 | (245) | -1% |
| Operating Expenditure | 330,602 | 348,406 | 439,548 | 391,032 | 609,891 | 281,551 | 38.8% |
| Total Exp - Including Special Categories | 330,602 | 348,406 | 439,548 | 391,032 | 609,891 | 281,551 | 38.8% |
| General Fund Support (if applicable) | 78,426 | 74,956 | 113,681 | 61,480 | 218,980 | 105,299 | 92.6% |
| Full Time Equiv Pos (FTE) Budgeted | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 2.00 | 2.00 | - | 2.00 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes

No significant changes at this time.



Benefits and Wellness Administration

Benefits and Wellness

Purpose Statement

The purpose of the Benefits and Wellness program is to provide cost-effective, responsive and comprehensive benefit services to County departments, current and retired employees and their family members so they can better serve the residents of Clackamas County.

Performance Narrative Statement

For FY 20-21, the Benefits and Wellness program proposes a \$49,015,767 budget, reflecting a continuation of current funding and service levels. In addition to continuing to offer a very competitive employee benefits package in support of our mission, the Benefits and Wellness division is increasing compliance, customer service and administrative efficiencies through the following focal areas:

FY 19-20 Budget and contracts are compliant

- Reserves have been collected and fully stated within fund 760 for FY20-21 budget
- Claims margins are fully funded
- Benefits contracts have been vetted through procurement process

Leave and disability administration

- Business partner assignments to departments
- Focus on customer service and case management
- Business partners focused on leave administration instead of split with workers comp.
- Continue to prioritize and implement business process recommendations
- Future: improved disability analytics and vendor partnership to achieve goal of 80% of employees return to work within 90 days of initial non-occupational short-term disability

Benefits and Wellness Administrative Efficiencies

- New employee orientation streamlined
- Continue: Business process analysis, internal analytics and benchmarking
- Continue: Improved reporting and visibility to be able to identify program trends

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|--------|---|-----------------|-----------------|-----------------|--------------------------------|-----------------|
| Result | 90% of Expected/Open Leave Cases in PeopleSoft HR are accurate | NEW | 90% | 95% | 95% | 95% |
| Result | 80% of employees return to work within 180 days of initial non-occupational disability claim | NEW | 80% | 85% | 79% | 85% |
| Result | 90% of Wellness class surveys indicate "agree" or "strongly agree" that the class contributes to well-being | NEW | 90% | 90% | 94% | 90% |
| Output | Number of Providence medical enrollments | 1102 | Discontinue | | N/A | N/A |
| Output | Number of Kaiser medical enrollments | 771 | Discontinue | | N/A | N/A |

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation Mandated Services: Clackamas County is considered an applicable large employer under the Affordable Care Act. This means that the County is required to offer eligible employees medical coverage that meets affordability and minimum value standards.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 4,435,386 | 7,742,662 | 12,245,898 | 12,245,898 | 16,961,658 | 4,715,760 | 38.5% 0% |
| Prior Year Revenue | 28,762,745 | 29,328,339 | 29,334,348 | 30,846,279 | 30,246,320 | 911,972 | 3.1% |
| Charges for Service | 2,119,702 | 3,498,357 | 3,341,545 | 3,846,673 | 1,807,789 | (1,533,756) | -45.9% |
| Operating Revenue | 30,882,447 | 32,826,696 | 32,675,893 | 34,692,952 | 32,054,109 | (621,784) | -1.9% |
| Total Rev - Including Beginning Bal | 35,317,833 | 40,569,358 | 44,921,791 | 46,938,850 | 49,015,767 | 4,093,976 | 9.1% |
| Personnel Services | 1,385,860 | 1,584,032 | 1,707,589 | 1,518,268 | 1,687,370 | (20,219) | -1.2% |
| Materials & Services | 26,070,040 | 26,640,858 | 32,716,306 | 28,329,296 | 35,822,378 | 3,106,072 | 9.5% |
| Indirect Costs (Internal Dept Chgs) | - | - | - | - | - | - | 0% |
| Cost Allocation Charges | 119,272 | 98,570 | 129,628 | 129,628 | 136,892 | 7,264 | 5.6% |
| Operating Expenditure | 27,575,172 | 28,323,460 | 34,553,523 | 29,977,192 | 37,646,640 | 3,093,117 | 9.0% |
| Special Payments | - | - | - | - | - | - | 0% |
| Reserve for Future Expenditures | - | - | 2,434,552 | - | 2,434,552 | - | 0% |
| Contingency | - | - | 7,933,716 | - | 8,934,575 | 1,000,859 | 12.6% |
| Total Exp - Including Special Categories | 27,575,172 | 28,323,460 | 44,921,791 | 29,977,192 | 49,015,767 | 4,093,976 | 9.1% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 9.64 | 11.25 | 11.25 | 11.25 | 11.25 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 9.64 | 10.25 | - | 10.25 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | 1.00 | - | - | 0% |

Significant Issues and Changes

- Charges for service have decreased 46% due to completely funding the reserves in FY 19-20 and instituting a "credit" for less predictable revenue that was collected in FY 18-19.
- Materials and services have increased 9.5% due to the following areas:
 - FY 20-21 budget captures the total cost of the Providence Administration fee, rather than subtracting the reimbursements, which was how the number was expressed in the FY 19-20 budget. Additionally the fees have increased for FY 20-21.
 - Projected increases in medical claims for the retiree population.
 - The remainder are additional increases expected for medical claims across all populations.
- Contingency is down 16%. However our most recent 4/13/20 projections indicate a contingency of 8,934,575 which is an 12.6% increase, due to medical claims to date costing less than projected.



Risk Administration

Risk Management Program

Purpose Statement

The purpose of the Risk Management program is to provide loss prevention and control, liability and workers' compensation administration, consultations and analysis services to County departments so they can create a workplace culture committed to practices that eliminate risk, sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

The Risk and Safety Management program adopts a \$18,306,755 budget, reflecting a continuation of current funding and service levels. The purpose of the Risk Management program is to provide loss prevention and control, liability and workers' compensation administration, consultations and analysis services to County departments and agencies so they can create a workplace culture committed to practices that eliminate risk, sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative

The Risk and Safety Management resources provide for the administration of the entire program and include the necessary reserves to meet our substantial self-insured liabilities.

Program Projects:

- New Risk Management Information System (RMIS) implementation; Implementation of an updated RMIS system went live in the fall of 2019, replacing the County's existing legacy system. Countless efficiency improvements are emerging, thereby reducing administrative burden and allowing more time toward analysis and management of program.
- Drug and Alcohol Policy; project to standardize various drug and alcohol policies into just two policies, one for Department of Transportation (DOT) related positions and one non-DOT positions, regardless of bargaining group. Work ongoing with bargaining groups to remove language from CBAs and in the final stages.
- Reorganization of Workers' Compensation/Leave Administration group; efforts to establish a dedicated Workers' Compensation position, along with a dedicated Leave Administration position have been well received. We were able to leverage and reorganize existing FTE (no positions created or cut) to better serve both the WC and Leave Administration sides of the business.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actual as of 12/31/19 | FY 20-21 Target |
|---------|---|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Results | Experience Modification Rate will be 1 or less | 0.76 | 1 or less | 1 or less | 0.71 | 1 or less |
| Results | Each year the ratio of liability claims paid, when compared to the actuarial recommendation is 1 or less | 0.50 | 1 or less | 1 or less | 0.46 | 1 or less |
| Output | Number of ergonomic assessments provided quarterly | 17.25 | 20 | 20 | 40 | 20 |
| Output | Number of workers' compensation claims processed quarterly | 27.75 | 28 | 28 | 32 | 28 |
| Results | Beginning with 10% of departments in 2018 and increasing by 10% each year through 2021 (40%), departments will have no increase in their number of Workers' Compensations claims per employee (FTE) | n/a | n/a | | Discontinue | N/A |

Performance Measures Narrative

The "Results" measures are intended to measure success of the overall program to industry metrics. Comparing the actual liability claims amount paid to what is "expected", based on a review by our third party actuary, gives a good sense of our loss control, mitigation and management efforts around our liability claims.

In a similar vein, the Experience Modification Rate (EMR) results measure is another way to compare us to our industry peers. EMR is a number used by insurance companies to gauge both past cost of injuries and future chances of risk. One (1) is general industry standard. Anything below that indicates better than average.

I've discontinued tracking the department increase in workers' compensation measure as this wasn't my measure to begin with and I can always find a department with no increase. It didn't seem to provide value moving forward.

The "Outputs" are broken down into two categories; Ergonomics show the number of ergonomic assessments we anticipate and perform per quarter. We realigned this part of the program last year, and as a result have seen a large catch-up in the first half of FY18-19 on a backlog of assessments dating back to FY17-18.

Workers' compensation claims have been very steady. An upcoming reorganization in the management of that function along with an improved software tool (both noted in Program Projects) will focus more FTE on the management of the individual claims themselves and less on the administrative burden of prior practices.

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 10,030,371 | 11,958,874 | 12,683,491 | 12,683,491 | 13,111,059 | 427,568 | 3.4% |
| Charges for Service | 5,706,537 | 4,863,700 | 5,165,000 | 5,165,000 | 5,020,696 | (144,304) | -2.8% |
| Other Revenues | 259,904 | 346,312 | 266,462 | 187,355 | 175,000 | (91,462) | -34.3% |
| Operating Revenue | 5,966,441 | 5,210,012 | 5,431,462 | 5,352,355 | 5,195,696 | (235,766) | -4.3% |
| Total Rev - Including Beginning Bal | 15,996,812 | 17,168,886 | 18,114,953 | 18,035,846 | 18,306,755 | 191,802 | 1.1% |
| Personnel Services | 1,068,443 | 957,189 | 1,398,937 | 1,273,508 | 1,449,212 | 50,275 | 3.6% |
| Materials & Services | 2,877,972 | 3,418,999 | 3,708,942 | 3,547,111 | 3,828,489 | 119,547 | 3.2% |
| Interfund Transfer | - | - | - | - | 1,000,000 | 1,000,000 | 0% |
| Cost Allocation Charges | 91,522 | 109,207 | 104,168 | 104,168 | 103,612 | (556) | -0.5% |
| Operating Expenditure | 4,037,937 | 4,485,395 | 5,212,047 | 4,924,787 | 6,381,313 | 1,169,266 | 22.4% |
| Reserve for Future Expenditures | - | - | 3,446,102 | - | 3,121,306 | (324,796) | -9.4% |
| Contingency | - | - | 9,456,804 | - | 8,804,136 | (652,668) | -6.9% |
| Total Exp - Including Special Categories | 4,037,937 | 4,485,395 | 18,114,953 | 4,924,787 | 18,306,755 | 191,802 | 1.1% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | 8.16 | 8.16 | 8.75 | 8.75 | 8.75 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 8.16 | 8.16 | - | 8.75 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes



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CLACKAMAS
C O U N T Y



Juvenile

Christina McMahan, Director

**2121 Kaen Road
Oregon City, Oregon 97045
503-655-8342**

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



Juvenile Department

Department Mission

The mission of the Clackamas County Juvenile Department is to provide equitable juvenile justice, family support, intervention, and reformation services to youth so they can repair harm to victims, experience positive change, and contribute to a safe, healthy, and secure community.

| | |
|---|--|
| Clackamas County Juvenile Department | |
| Christina McMahan - Director | |
| FTE 47 | |
| Total Adopted \$ 12,296,765 | |
| General Fund Support \$ 9,323,154 | |

| | | | |
|--|---|---|---|
| Public Safety Mark McDonnell Total Adopted \$4,233,973 Gen Fund \$2,929,750 | Reformation Mark McDonnell Total Adopted \$2,656,930 Gen Fund \$ 2,171,602 | Accountability Mark McDonnell Total Adopted \$2,412,176 Gen Fund \$ 2,288,267 | Administration Christina McMahan / Mark McDonnell Total Adopted \$2,993,686 Gen Fund \$ 1,933,535 |
| Custody Services Alice Perry FTE 4 Total Adopted \$2,301,014 Gen Fund \$1,202,785 | Evaluation & Treatment Katie Anderson / Bryan Ferguson FTE 5.6 Total Adopted \$1,496,905 Gen Fund \$ 1,267,498 | Supervision Services Kathryn Anderson / Bryan Ferguson FTE 12.05 Total Adopted \$2,153,555 Gen Fund \$ 2,029,646 | Office of the Director Christina McMahan / Mark McDonnell FTE 5.15 Total Adopted \$2,545,215 Gen Fund \$ 1,485,064 |
| Assessment Alice Perry / Bryan Ferguson FTE 9.25 Total Adopted \$1,932,959 Gen Fund \$1,726,965 | Positive Youth Development Tanya Kramer FTE 6.55 Total Adopted \$1,160,025 Gen Fund \$ 904,104 | Victim Services Tanya Kramer FTE 1.4 Total Adopted \$258,621 Gen Fund \$ 258,621 | Policy Performance & Research Christina McMahan / Mark McDonnell FTE 3 Total Adopted \$448,471 Gen Fund \$ 448,471 |



Department Budget Summary by Fund

| Line of Business | FY20/21 | FY20/21 | FY20/21 | FY20/21 | FY20/21 | FY20/21 | FY20/21 |
|--------------------------------|--------------|------------------|------------------|------------------|-------------------|----------------------|---|
| Program | FTE | Public Safety | Reformation | Accountability | Administration | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Public Safety | | | | | | | |
| Custody Services | 4.00 | 2,301,014 | | | | 2,301,014 | 1,202,785 |
| Assessment | 9.25 | 1,932,959 | | | | 1,932,959 | 1,726,965 |
| Reformation | | | | | | | |
| Evaluation & Treatment | 5.60 | | 1,496,905 | | | 1,496,905 | 1,267,498 |
| Positive Youth Development | 6.55 | | 1,160,025 | | | 1,160,025 | 904,104 |
| Accountability | | | | | | | |
| Supervision Services | 12.05 | | | 2,153,555 | | 2,153,555 | 2,029,646 |
| Victim Services | 1.40 | | | 258,621 | | 258,621 | 258,621 |
| Administration | | | | | | | |
| Office of the Director | 5.15 | | | | 2,545,215 | 2,545,215 | 1,485,064 |
| Policy, Performance & Research | 3.00 | | | | 448,471 | 448,471 | 448,471 |
| TOTAL | 47.00 | 4,233,973 | 2,656,930 | 2,412,176 | 2,993,686 | 12,296,765 | 9,323,154 |
| FY19/20 Revised Budget | 47.00 | 4,237,331 | 2,809,748 | 2,375,622 | 5,500,126 | 14,922,827 | 9,473,154 |
| \$ Increase (Decrease) | 0.00 | -3,358 | -152,818 | 36,554 | -2,506,440 | -2,626,062 | -150,000 |
| % Increase (Decrease) | 0.00% | -0.08% | -5.44% | 1.54% | -45.57% | -17.60% | -1.58% |

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants

Significant Issues and Relevant Changes during FY19-20

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown above. As compared to the Department's FY19-20 Adopted Budget on 6/30/2019, this is what changed through the FY19-20 Supplemental Budget process:

- Reduced 7.0 Vacant general fund supported FTE (from 54 FTE to 47 FTE) for an estimated saving in FY20-21 of \$842,649 (this reduces ongoing growth in personnel costs in future budgets).
- Transferred the Department's total FY18-19 Year End Fund Balance of \$3,495,309 to the General Fund, and received \$1,201,636 of general fund, which netted an increase of \$2,293,673 to the County's FY20-21 General Fund.
- The Department projects it will transfer an additional \$1,005,627 to the County's General Fund at the end of FY19-20. The Department committed in future fiscal years to continue to transfer any unspent balances at year-end to the General Fund.

All of the above actions result in \$3,299,300 being returned to the County's General Fund. This equates to 35% of the Juvenile Department's General Fund allocation for FY20-21.



Public Safety Line of Business

Custody Services Program

Purpose Statement

The purpose of the Custody Program is to provide safety, security, supervision, and transportation services to in-custody youth so they can be safe and commit no crimes while in custody.

Performance Narrative Statement

The Custody Services Program includes detention services and the in-custody court transports. Clackamas County youth who are placed in detention are housed at the Donald E. Long Home detention facility in Portland, Oregon. The Juvenile Department has a contract that provides for the health, security and safety needs of the youth in the facility. Youth who are charged with Ballot Measure 11 crimes are also held in detention under this contract. One bed is paid for by the Clackamas County Sheriff's Office for Ballot Measure 11 youth. The Juvenile Department is responsible for transporting in-custody youth to and from the Donald E. Long Home detention facility to Court.

Key Performance Measures

| | | FY 17-18 | FY 18-19 | FY 19-20 | FY 19-20 | FY 20-21 |
|--------|---|----------|----------|----------|------------------------|----------|
| | | Actual | Actual | Target | Actuals as of 12/31/19 | Target |
| Result | Zero in-custody youth file a complaint that is a substantiated Prison Rape Elimination Act (PREA) violation | * | 0.00% | 0.00% | 0.00% | 0.00% |
| Result | Less than 5% of youth admissions lodged in detention are involved in an incident report regarding personal injury | * | 2.20% | 5.00% | 2.16% | 5.00% |

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419C.001 The system is founded on the principles of personal responsibility, accountability, and reformation within the context of public safety and restitution to the victims and to the community; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. **Shared Services:** with the State as listed on Association of Counties chart. **Grant Funding:** Juvenile Crime Prevention (JCP) Basic & Diversion through State of Oregon, through Oregon Youth Authority - JCP Basic: \$529,450, JCP Diversion: \$449,359.



Public Safety Line of Business

Custody Services Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 273,456 | 929,188 | - | - | - | - | 0% |
| Federal Grants & Revenues | 14,361 | - | - | - | - | - | 0% |
| State Grants & Revenues | 117,359 | 1,088,423 | 978,809 | 978,809 | 978,809 | - | 0% |
| Local Grants & Revenues | 13,005 | 15,000 | 65,256 | - | - | (65,256) | -100.0% |
| Charges for Service | 6,798 | - | - | - | - | - | 0% |
| Other Revenues | 328 | - | - | - | - | - | 0% |
| Interfund Transfers | 761,485 | 1,167,068 | 1,313,147 | 1,313,147 | 1,322,205 | 9,058 | 0.7% |
| Operating Revenue | 913,336 | 2,270,491 | 2,357,212 | 2,291,956 | 2,301,014 | (56,198) | -2.4% |
| Total Rev - Including Beginning Bal | 1,186,792 | 3,199,679 | 2,357,212 | 2,291,956 | 2,301,014 | (56,198) | -2.4% |
| Personnel Services | 536,696 | 414,624 | 674,942 | 696,861 | 643,352 | (31,590) | -4.7% |
| Materials & Services | 330,569 | 1,728,565 | 1,599,724 | 1,594,507 | 1,597,833 | (1,891) | -0.1% |
| Cost Allocation Charges | 61,767 | 88,168 | 82,546 | 82,546 | 59,829 | (22,717) | -27.5% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 929,032 | 2,231,357 | 2,357,212 | 2,373,914 | 2,301,014 | (56,198) | -2.4% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 929,032 | 2,231,357 | 2,357,212 | 2,373,914 | 2,301,014 | (56,198) | -2.4% |
| General Fund Support (if applicable) | 761,485 | 1,054,283 | 1,197,077 | 1,197,077 | 1,202,785 | 5,708 | 0.5% |
| Full Time Equiv Pos (FTE) Budgeted | 5.25 | 7.50 | 4.00 | 4.00 | 4.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 2.25 | 5.80 | | 3.50 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 3.00 | 1.70 | | 0.50 | | | |

Significant Issues and Changes

For FY20-21:

Local Grants & Revenue: Funding is utilized to help offset the cost of the contract for the countywide Diversion program in 11 cities and towns in Clackamas County. In our FY18-19 budget (note: the first fiscal year the Juvenile Department submitted its budget in the MFR format), the historical amount of \$65,256 for Local Grants & Revenue was erroneously budgeted under the Custody Services program. Additionally, the actual amount of this revenue is \$27,500, and had not been corrected over the years as the revenue decreased.

In FY19-20 the Diversion contract was expensed under the 7704 - Assessment program (40%); the 7706 - Positive Youth Development program (40%); and the 7707 - Supervision Services program (20%) to better reflect and align the expenses with the areas that utilize the service.

In FY20-21, the revenue of \$27,500 is being allocated to align with the expense.



Public Safety Line of Business Assessment Program

Purpose Statement

The purpose of the Assessment Program is to provide assessment services to youth referred to the Department so they can be matched with the appropriate level of monitoring and services.

Performance Narrative Statement

The Clackamas County Juvenile Department manages the Juvenile Intake and Assessment Center (JIAC) which is a twenty-four hour/seven day a week assessment center. The JIAC provides a temporary holding facility for youth in custody allowing law enforcement to return to their patrol duties in a timely manner. JIAC staff conduct intake assessments, screen for community safety and arrange for appropriate release. All youth brought to the JIAC are screened for issues related to physical health, substance use, mental health issues, and suicide and self-harming behaviors. More in depth screenings for substance abuse, suicide, violence and self-injury are conducted as necessary. Youth posing community safety concern or flight risk may be placed in juvenile detention. JIAC staff coordinate services with other agencies and develop comprehensive plans which focus on community safety as well as the immediate needs of the youth. The Juvenile Department's involvement with the Student Threat Assessment initiative and its future work with implementing the Crossover Youth Practice Model will ensure that youth who need services are identified early on, and that appropriate assessment is occurring prior to release or detention decisions being made.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs | * | * | 80.00% | 88.64% | 95.00% |

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody; 419C.225 (3) Authorized diversion programs. (1) Following a review of a police report and other relevant information, a county juvenile department may refer a youth to an authorized diversion program; 419C.230 Formal accountability agreements; when appropriate; consultation with victim; (1) A formal accountability agreement may be entered into when a youth has been referred to a county juvenile department, and a juvenile department counselor has probable cause to believe that the youth may be found to be within the jurisdiction of the juvenile court for one or more acts specified in ORS 419C.005. **Shared Services:** with the State as listed on Association of Counties chart. **Grant Funding:** Juvenile Crime Prevention (JCP) from State of Oregon Department of Education \$90,568 to fund community-based diversion programs; Medicaid Reimbursements \$80,000.



Public Safety Line of Business

Assessment Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 247,413 | - | - | - | - | - | 0% |
| Federal Grants & Revenues | 12,993 | - | - | - | - | - | 0% |
| State Grants & Revenues | 106,182 | - | 150,568 | 175,568 | 170,568 | 20,000 | 13.3% |
| Local Grants & Revenues | 11,766 | - | - | - | 11,000 | 11,000 | 0% |
| Charges for Service | 6,151 | - | - | - | - | - | 0% |
| Other Revenues | 297 | - | - | - | - | - | 0% |
| Interfund Transfers | 688,963 | 1,197,960 | 1,729,551 | 1,729,551 | 1,751,391 | 21,840 | 1.3% |
| Operating Revenue | 826,352 | 1,197,960 | 1,880,119 | 1,905,119 | 1,932,959 | 52,840 | 2.8% |
| Total Rev - Including Beginning Bal | 1,073,765 | 1,197,960 | 1,880,119 | 1,905,119 | 1,932,959 | 52,840 | 2.8% |
| Personnel Services | 485,582 | 881,772 | 1,233,943 | 1,064,942 | 1,279,524 | 45,581 | 3.7% |
| Materials & Services | 299,086 | 34,398 | 550,717 | 433,400 | 515,081 | (35,636) | -6.5% |
| Cost Allocation Charges | 55,885 | 71,636 | 95,459 | 95,459 | 138,354 | 42,895 | 44.9% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 840,553 | 987,806 | 1,880,119 | 1,593,801 | 1,932,959 | 52,840 | 2.8% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 840,553 | 987,806 | 1,880,119 | 1,593,801 | 1,932,959 | 52,840 | 2.8% |
| General Fund Support (if applicable) | 688,963 | 1,133,244 | 1,710,133 | 1,710,133 | 1,726,965 | 16,832 | 1.0% |
| Full Time Equiv Pos (FTE) Budgeted | 4.75 | 6.50 | 8.50 | 8.50 | 9.25 | 0.75 | 8.82% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 4.25 | 3.60 | | 6.40 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 0.50 | 2.90 | | 2.10 | | | |

Significant Issues and Changes

For FY20-21:

In the FY20-21 adopted budget the Juvenile Department realigned the Juvenile Services Program Coordinator, position number 1382, to deliver services in this program. This increased the program's FTE by 0.75 FTE. This was accomplished by moving 0.50 FTE of position number 1382 from the 7705 - Evaluation and Treatment program and by moving 0.25 FTE from the 7706 - Positive Youth Development program.

Local Grants & Revenues: Funding is redistributed to this program from 7704 - Custody Services program. For additional information see note in *Significant Issues and Changes* section of the Custody Services program.

Relevant Changes During FY19-20:

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown above. The changes include the reduction of 0.60 of a 1.00 FTE of a vacant Juvenile Services Program Coordinator, position number 3650 from the program.



Reformation Line of Business

Evaluation & Treatment Program

Purpose Statement

The purpose of the Evaluation and Treatment Services Program is to provide targeted evaluation services, treatment referrals and skills groups referrals, and individualized case planning services to youth referred to the Department so they can successfully complete individualized case plan goals that promote positive change.

Performance Narrative Statement

The Clackamas County Juvenile Department assigns cases to Juvenile Counselors based on the nature and severity of the offense, as well as the youth's risk to reoffend, as determined by a validated Juvenile Crime Prevention Risk Assessment, which is one aspect of a comprehensive assessment completed after a youth is referred to the department for a crime. The outcome of the initial assessment, coupled with interviews of individuals involved in a youth's life, inform the decisions of the Juvenile Counselor regarding the need for further evaluation and treatment through community partners. This includes services that address mental health needs, drug and alcohol dependence, individual and family counseling needs, and offense specific treatment services. The role of the Juvenile Counselor in the youth and family's lives ensures that youth have opportunities to progress through services provided by community partners and are able to apply the skills they have learned in a variety of community settings. Juvenile Counselors develop strong working relationships with community partners to ensure youth have strong support systems as they progress through their specific treatment and intervention plans.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 95% of youth on probation will have a case plan for services which addresses their individual risk and needs | * | * | * | 95.92% | 95.00% |
| Result | 85% of identified youth successfully complete Sex Offense Specific Treatment | * | 100.00% | 85.00% | 100.00% | 85.00% |

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

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

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Title IV-E through State of Oregon, Department of Human Services \$74,590; Medicaid Reimbursements \$80,000.



Reformation Line of Business
Evaluation & Treatment Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|----------------------------|----------------------------|--|--|--|---|---|
| Beginning Balance | 533,890 | - | - | - | - | - | 0% |
| Federal Grants & Revenues | 28,038 | - | 63,421 | 36,614 | 80,264 | 16,843 | 26.6% |
| State Grants & Revenues | 229,129 | 133,014 | 127,867 | 177,867 | 149,143 | 21,276 | 16.6% |
| Local Grants & Revenues | 25,391 | - | - | - | - | - | 0% |
| Charges for Service | 13,272 | - | - | - | - | - | 0% |
| Other Revenues | 641 | - | - | - | - | - | 0% |
| Interfund Transfers | 1,486,709 | 1,320,370 | 1,425,289 | 1,425,289 | 1,267,498 | (157,791) | -11.1% |
| Operating Revenue | 1,783,180 | 1,453,384 | 1,616,577 | 1,639,770 | 1,496,905 | (119,672) | -7.4% |
| Total Rev - Including Beginning Bal | 2,317,070 | 1,453,384 | 1,616,577 | 1,639,770 | 1,496,905 | (119,672) | -7.4% |
| Personnel Services | 1,047,834 | 1,074,879 | 854,151 | 854,151 | 741,516 | (112,635) | -13.2% |
| Materials & Services | 645,397 | 231,284 | 654,517 | 463,865 | 671,628 | 17,111 | 2.6% |
| Cost Allocation Charges | 120,593 | 99,189 | 107,909 | 107,909 | 83,761 | (24,148) | -22.4% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 1,813,824 | 1,405,352 | 1,616,577 | 1,425,925 | 1,496,905 | (119,672) | -7.4% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 1,813,824 | 1,405,352 | 1,616,577 | 1,425,925 | 1,496,905 | (119,672) | -7.4% |
| General Fund Support (if applicable) | 1,486,709 | 1,320,370 | 1,425,289 | 1,425,289 | 1,267,498 | (157,791) | -11.1% |
| Full Time Equiv Pos (FTE) Budgeted | 10.25 | 9.00 | 6.10 | 6.10 | 5.60 | (0.50) | -8.2% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 10.25 | 8.00 | | 6.10 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | | - | | | |

Significant Issues and Changes

For FY20-21:

In the FY20-21 adopted budget the Juvenile Department realigned position number 1382 - Juvenile Services Program Coordinator to deliver services in the 7704 - Assessment program. This reduced the program's FTE by 0.50 FTE.

Relevant Changes During FY19-20:

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown above. The changes include the reduction of a total of 1.50 FTE from the following vacant positions from this program:

- A) 0.50 of a 1.00 Juvenile Counselor 2, position number 677
- B) 0.50 of a 1.00 Juvenile Counselor 2, position number 1840
- C) 0.50 of a 1.00 Juvenile Counselor 2, position number 2717



Reformation Line of Business

Positive Youth Development Program

Purpose Statement

The purpose of the Positive Youth Development Program is to provide skill building opportunities, competency development, and community connection services to youth so they can experience positive change, and demonstrate skills to successfully transition to adulthood.

Performance Narrative Statement

The Positive Youth Development Program uses a variety of interventions to hold youth meaningfully accountable while providing rehabilitative services to reduce their risk of reoffending. All intervention programs include aspects of one or a number of the following components: engaging with education/GED, building employment skills, increasing problem solving skills, improving decision making, building coping skills and increasing empathy in the youth. Some of the intervention programs available to juvenile department youth include opportunities to earn money to pay restitution, community service, pro-social activities, skills groups, educational support, job training/work readiness opportunities, and internships. These interventions and services are provided by staff and partners who have received training, including Restorative Justice training, so youth experience opportunities with positive adult role models who are invested in recognizing the strengths of youth.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 85% of youth are engaged with educational programming or participate in opportunities to build employment skills by the time they are no longer on supervision | * | 82.61% | 85.00% | 78.48% | 85.00% |
| Result | 85% of youth develop enhanced competencies and life skills by the time they are no longer involved with the Juvenile Department | * | * | * | 81.01% | 85.00% |

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

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

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.470 Opportunities to fulfill obligations imposed by court. The Oregon Youth Authority and county juvenile departments, respectively, and to the extent practicable, shall create opportunities for youth offenders placed in the legal custody of the youth authority or under the supervision of a county juvenile department to pay restitution as ordered by the court and to perform any community service ordered by the court, as well as to fulfill any other obligation imposed by the court. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Department of Labor for Youth Workforce Innovation and Opportunity Act Services (C-TEC) through the Clackamas Education Service District \$43,000; Bureau of Land Management \$5,000; Metro \$52,094; Juvenile Crime Prevention (JCP) from State of Oregon Department of Education \$90,568 to fund community-based diversion programs.



Reformation Line of Business

Positive Youth Development Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 403,673 | - | - | 7,404 | - | - | 0% |
| Federal Grants & Revenues | 21,200 | 47,274 | 50,004 | 45,004 | 48,000 | (2,004) | -4.0% |
| State Grants & Revenues | 173,244 | 290,335 | 111,458 | 111,458 | 91,173 | (20,285) | -18.2% |
| Local Grants & Revenues | 19,198 | 19,704 | 68,594 | 79,594 | 66,788 | (1,806) | -2.6% |
| Charges for Service | 10,035 | 16,673 | 49,960 | 4,348 | 49,960 | - | 0% |
| Other Revenues | 485 | 248 | - | - | - | - | 0% |
| Interfund Transfers | 1,124,097 | 752,875 | 913,155 | 913,155 | 904,104 | (9,051) | -1.0% |
| Operating Revenue | 1,348,259 | 1,127,109 | 1,193,171 | 1,153,559 | 1,160,025 | (33,146) | -2.8% |
| Total Rev - Including Beginning Bal | 1,751,932 | 1,127,109 | 1,193,171 | 1,160,963 | 1,160,025 | (33,146) | -2.8% |
| Personnel Services | 792,265 | 610,127 | 759,126 | 573,839 | 778,737 | 19,611 | 2.6% |
| Materials & Services | 487,983 | 333,358 | 341,374 | 303,182 | 283,316 | (58,058) | -17.0% |
| Cost Allocation Charges | 91,180 | 73,841 | 92,671 | 92,671 | 97,972 | 5,301 | 5.7% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 1,371,428 | 1,017,326 | 1,193,171 | 969,692 | 1,160,025 | (33,146) | -2.8% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 1,371,428 | 1,017,326 | 1,193,171 | 969,692 | 1,160,025 | (33,146) | -2.8% |
| General Fund Support (if applicable) | 1,124,097 | 752,875 | 913,155 | 913,155 | 904,104 | (9,051) | -1.0% |
| Full Time Equiv Pos (FTE) Budgeted | 7.75 | 7.70 | 6.80 | 6.80 | 6.55 | (0.25) | -3.7% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 5.75 | 5.90 | | 4.40 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 2.00 | 1.80 | | 2.40 | | | |

Significant Issues and Changes

For FY20-21:

In the FY20-21 budget process the Juvenile Department realigned position number 1382 - Juvenile Services Program Coordinator to deliver services in the 7704-Assessment program. This reduced the program's FTE by 0.25 FTE.

Relevant Changes During FY19-20:

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown above. The changes include the reduction of 1.40 FTE for the following vacant positions:

- A) 0.40 of a 1.00 FTE Juvenile Services Program Coordinator, position number 3560
- B) 1.00 FTE Work Crew Specialist, position number 2507



Accountability Line of Business

Supervision Services Program

Purpose Statement

The purpose of the Supervision Services Program is to provide intervention, accountability, compliance monitoring, and support services to youth referred to the Department so they can understand the impact of their actions, repair harm, successfully complete supervision, and stop committing offenses.

Performance Narrative Statement

The Juvenile Department seeks to provide an appropriate level of intervention and supervision to youth who are placed on a formal accountability agreement, have cases pending in Juvenile Court, or those placed on formal court probation. The level of supervision youth receive is based on a variety of factors that includes a comprehensive assessment conducted by Juvenile Counselors, additional evaluation by community partners if deemed appropriate, followed by referrals to Juvenile Department programs to develop interpersonal skills and increase awareness of their impact on their communities, or to community based treatment services. The Supervision Services Program ensures youth receive the appropriate level of supervision and support in the community while helping to develop natural supports that will continue beyond the involvement of the Juvenile Department. The Supervision Services Program conducts on-going assessment of risk and need and makes adjustments to services and interventions as appropriate.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|---------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 95% of youth successfully complete their restitution obligation | * | 93% | 95.00% | 88.57% | 95.00% |
| Result | 95% of youth are crime free a year after participation in diversion in the juvenile justice system | * | 94% | 95.00% | NA ₁ | 95.00% |
| Result | 95% of youth are crime free a year after being on a formal accountability agreement with the juvenile justice system | * | 88% | 95.00% | NA ₁ | 95.00% |
| Result | 90% of youth are crime free a year after being on probation in the juvenile justice system | 93.41% ₂ | 95% | 90.00% | NA ₁ | 90.00% |
| Result | 30% of youth have increased protective factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure | * | * | 30.00% | 40.51% | 30.00% |
| Result | 65% of youth have decreased risk factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure | * | * | 65.00% | 62.03% | 65.00% |
| Result | 80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department | * | * | 80.00% | 64.29% | 80.00% |
| Result | 70% of youth they are respected and involved in their reformation | * | * | 70.00% | 80.00% | 70.00% |

* Data collection not in place. FY18-19 is the Department's first year utilizing Performance Clackamas.

₁In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous year. This measure is tracked and reported annually by calendar year, and reported in March of the following year. Therefore, data entered for this measure is up to date (but represent results for 2018), and no new data will be entered until March of 2021 (and will represent results for 2019).

₂This data was previously recorded in FY 18-19 Actuals, but should have been recorded in FY 17-18 Actuals

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 Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.230 Formal accountability agreements; when appropriate; consultation with victim. (1) A formal accountability agreement may be entered into when a youth has been referred to a county juvenile department, and a juvenile department counselor has probable cause to believe that the youth may be found to be within the jurisdiction of the juvenile court for one or more acts specified in ORS 419C.005; 419C.446 Probation; requirements. (1) When a court determines it would be in the best interest and welfare of a youth offender, the court may place the youth offender on probation. The court may direct that the youth offender remain in the legal custody of the youth offender's parents or other person with whom the youth offender is living, or the court may direct that the youth offender be placed in the legal custody of some relative or some person maintaining a foster home approved by the court, or in a child care center or a youth care center authorized to accept the youth offender; (2) The court may specify particular requirements to be observed during the probation consistent with recognized juvenile court practice, including but not limited to restrictions on visitation by the youth offender's parents, restrictions on the youth offender's associates, occupation and activities, restrictions on and requirements to be observed by the person having the youth offender's legal custody, requirements for visitation by and consultation with a juvenile counselor or other suitable counselor, requirements to make restitution under ORS 419C.450, requirements of a period of detention under ORS 419C.453, requirements to pay a fine under ORS 419C.459, requirements to pay a supervision fee under ORS 419C.449, requirements to perform community service under ORS 419C.462, or service for the victim under ORS 419C.465, or requirements to submit to blood or buccal testing under ORS 419C.473. Shared Services with the State as listed on Association of Counties chart. Grant Funding: Medicaid Reimbursements \$40,000; Juvenile Crime Prevention (JCP) from State of Oregon Department of Education \$45,284 to fund community-based diversion programs.



Accountability Line of Business

Supervision Services Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 729,216 | 1,620,143 | - | 46,963 | - | - | 0% |
| Federal Grants & Revenues | 38,296 | 131,047 | 2,004 | 2,004 | - | (2,004) | -100.0% |
| State Grants & Revenues | 312,956 | 321,913 | 121,411 | 146,411 | 118,409 | (3,002) | -2.5% |
| Local Grants & Revenues | 34,680 | - | 500 | - | 5,500 | 5,000 | 1000.0% |
| Charges for Service | 18,128 | - | - | - | - | - | 0% |
| Other Revenues | 875 | 50 | - | 50 | - | - | 0% |
| Interfund Transfers | 2,030,627 | 1,780,876 | 1,995,035 | 1,995,035 | 2,029,646 | 34,611 | 1.7% |
| Operating Revenue | 2,435,562 | 2,233,886 | 2,118,950 | 2,143,500 | 2,153,555 | 34,605 | 1.6% |
| Total Rev - Including Beginning Bal | 3,164,778 | 3,854,029 | 2,118,950 | 2,190,463 | 2,153,555 | 34,605 | 1.6% |
| Personnel Services | 1,431,188 | 1,142,234 | 1,471,580 | 1,471,580 | 1,469,507 | (2,073) | -0.1% |
| Materials & Services | 881,517 | 831,444 | 484,030 | 399,316 | 503,811 | 19,781 | 4.1% |
| Cost Allocation Charges | 164,713 | 129,494 | 163,340 | 163,340 | 180,237 | 16,897 | 10.3% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 2,477,418 | 2,103,172 | 2,118,950 | 2,034,236 | 2,153,555 | 34,605 | 1.6% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 2,477,418 | 2,103,172 | 2,118,950 | 2,034,236 | 2,153,555 | 34,605 | 1.6% |
| General Fund Support (if applicable) | 2,030,627 | 1,780,876 | 1,995,035 | 1,995,035 | 2,029,646 | 34,611 | 1.7% |
| Full Time Equiv Pos (FTE) Budgeted | 14.00 | 11.75 | 12.05 | 12.05 | 12.05 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 13.00 | 9.15 | | 12.05 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | 2.60 | | | | | |

Significant Issues and Changes

For FY20-21:

Local Grants & Revenues: Funding is redistributed to this program from 7704 - Custody Services program. For additional information see note in *Significant Issues and Changes* section of Custody Services program.

Materials & Services: Short-Term Residential Placement daily rates will increase by 15.4% from \$197.65 per bed per day to \$228.05 per bed per day effective 7/1/2020. The increase in daily rates will reduce service level delivery from 9 youth per day to 7.8 youth per day.

Relevant Changes During FY19-20:

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown above. The changes include the reduction of 2.50 FTE for the following vacant positions:

- A) 0.50 of a 1.00 Juvenile Counselor 2, position number 677
- B) 0.50 of a 1.00 Juvenile Counselor 2, position number 1840
- C) 0.50 of a 1.00 Juvenile Counselor 2, position number 2717
- D) 1.00 FTE Human Services Coordinator 1, position number 526



Accountability Line of Business

Victim Services Program

Purpose Statement

The purpose of the Victim Services Program is to provide restorative engagement services to victims and youth, so victims can be notified of court proceedings, youth pay and victims receive court-ordered restitution, and both can feel respected throughout the process.

Performance Narrative Statement

The Victim Services Program is committed to responding effectively to the needs and concerns of community members who are the victims of crimes committed by juveniles. Our proactive outreach and restorative engagement with victims of juvenile offenders is intended to express the community's awareness and concern that these community members have been harmed by crime. It is important that we understand what harm they have experienced and how we, as representatives of the community, can respond in ways that are helpful and meaningful to them. Our primary goal through the Victim Services Program is to reach out to crime victims in order to effectively respond to, and serve, their interests. Additionally, it is our intent to gain an understanding of the harm they have experienced and to have those impacts help shape how the youth is held accountable, both to them and to the community. These responses may include things like restitution, notifications of court proceedings, receiving a letter of responsibility, community service, and Victim Offender Dialogues.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff | 86.49% | 66.67% | 87.00% | 80.95% | 87.00% |
| Result | 80% of property crime victims will be initially contacted to inform them of Victim Offender Dialogue services | * | 81.20% | 80.00% | 95.80% | 80.00% |

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

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

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.273 Right of victim to be present at proceedings; advice of rights; notice; (b) The victim must be informed of any constitutional rights of the victim; 419C.450 Restitution (1)(a) It is the policy of the State of Oregon to encourage and promote the payment of restitution and other obligations by youth offenders as well as by adult offenders. In any case within the jurisdiction of the juvenile court pursuant to ORS 419C.005 in which the youth offender caused another person any physical, emotional or psychological injury or any loss of or damage to property, the victim has the right to receive prompt restitution. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Title IV-E through State of Oregon, Department of Human Services \$5,674.



Accountability Line of Business

Victim Services Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 78,130 | - | - | - | - | - | 0% |
| Federal Grants & Revenues | 4,103 | - | 24,500 | 24,500 | - | (24,500) | -100.0% |
| State Grants & Revenues | 33,531 | - | - | - | - | - | 0% |
| Local Grants & Revenues | 3,716 | - | - | - | - | - | 0% |
| Charges for Service | 1,942 | - | - | - | - | - | 0% |
| Other Revenues | 94 | - | - | - | - | - | 0% |
| Interfund Transfers | 217,567 | 155,502 | 232,172 | 232,172 | 258,621 | 26,449 | 11.4% |
| Operating Revenue | 260,953 | 155,502 | 256,672 | 256,672 | 258,621 | 1,949 | 0.8% |
| Total Rev - Including Beginning Bal | 339,083 | 155,502 | 256,672 | 256,672 | 258,621 | 1,949 | 0.8% |
| Personnel Services | 153,342 | 107,211 | 154,325 | 154,325 | 150,547 | (3,778) | -2.4% |
| Materials & Services | 94,448 | 15,036 | 86,476 | 70,117 | 87,133 | 657 | 0.8% |
| Cost Allocation Charges | 17,648 | 12,673 | 15,871 | 15,871 | 20,941 | 5,070 | 31.9% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 265,438 | 134,920 | 256,672 | 240,313 | 258,621 | 1,949 | 0.8% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 265,438 | 134,920 | 256,672 | 240,313 | 258,621 | 1,949 | 0.8% |
| General Fund Support (if applicable) | 217,567 | 155,502 | 232,172 | 232,172 | 258,621 | 26,449 | 11.4% |
| Full Time Equiv Pos (FTE) Budgeted | 1.50 | 1.15 | 1.40 | 1.40 | 1.40 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 1.50 | 1.15 | | 1.40 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | | |

Significant Issues and Changes

For FY20-21:

Federal Grants & Revenues: Reduction of estimated Title IV-E funding in the program.



Administration Line of Business

Office of the Director Program

Purpose Statement

The purpose of the Office of the Director program is to provide strategic direction, leadership, resource management, administrative support, promote community engagement and collaboration, and continuous quality improvement services for the Juvenile Department so it can foster and sustain a high performance, responsive, and customer-focused culture and organization that contributes to community safety by effectively preventing and intervening in juvenile delinquency.

Performance Narrative Statement

The Juvenile Department works to hold youth involved with the Juvenile Justice System accountable, provide reformation opportunities, and promote public safety. The Director's Office program provides the Juvenile Department with the policy, program, and fiscal direction to achieve its mission to provide equitable juvenile justice, family support, intervention, and reformation services to youth so they can repair harm to victims, experience positive change, and contribute to a safe, healthy, and secure community. The Director's Office program monitors the daily operations of an agency that promotes community safety through supervision and treatment resources to youth to address the underlying issues and problems that drive delinquency. It is the role of the Director's Office program to hold the Department accountable to county residents, the Board of County Commissioners and system partners. The Director's Office program oversees administrative functions that support our direct service work. The Administrative Services team provides fiscal management of our county, local, state, and federal funds. The Director's Office program works to enhance community engagement and create strategic and functional partnerships. It also provides leadership and direction in the areas of policy, performance, program evaluation, research, and the implementation of best practices.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | Juvenile recidivism is 19% or lower | * | 23.81% | 19.00% | NA ₁ | 19.00% |
| Result | 70% of identified Strategic Results were achieved | * | * | 70.00% | 22.22% ₂ | 70.00% |
| Result | 100% of employees receive a performance evaluation annually that aligns with the department's strategic plan | * | * | 100.00% | 100.00% | 100.00% |
| Result | 100% of employees receive at least 12 hours of training annually that support them in their roles in the Juvenile Department as well as their professional development | * | * | 100.00% | 100.00% | 100.00% |
| Result | 100% of employees receive at least 8 hours of "diversity, equity, and inclusion training" annually | * | * | 100.00% | NA ₃ | 100.00% |
| Result | 98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system | * | 97.75% | 98.00% | 98.12% | 98.00% |

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

₁In order to calculate this measure, youth are being tracked for 12 months following previous criminal referral, the reporting will always be for the previous year. This measure is tracked and reported annually by calendar year, and reported in March of the following year. Therefore, data entered for this measure is up to date (but represent results for 2018), and no new data will be entered until March of 2021 (and will represent results for 2019).

₂Please note although only 2 of our 9 Strategic Results have been achieved (22.22%), 6 of those performance measures were within 6.5% or less from achieving the Department's desired strategic result. Clackamas County Juvenile Department's Strategic Results are: 1.) Juvenile recidivism is 19% or lower (Current Actual: 23.81%) 2.) 85% of youth are engaged with educational programming or participate in opportunities to build employment skills by the time they are no longer on supervision (Current Actual: 74.48%) 3.) 85% of youth will develop enhanced competencies and life skills by the time they are no longer on supervision (Current Actual: 81.01%) 4.) 80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department (Current Actual: 64.29%) 5.) 70% of youth report they are respected and involved in their reformation (Current Actual: 80.00%) 6.) 87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff (Current Actual: 80.95%) 7.) 95% of youth successfully complete their restitution obligation (Current Actual: 88.57%) 8.) 98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system (Current Actual: 98.12%) 9.) 95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs (Current Actual: 88.64%)

₃New Measure added to our Updated Strategic Business Plan. Data collection started in 2020 and will be reported in the FY 20-21.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419A.010 Appointment of counselors and director; juvenile director oversight committee (1)(a) Subject to paragraph (b) of this subsection, the governing body of any county, after consultation with the judges of the juvenile court in that county, shall appoint or designate one or more persons of good moral character as counselors of the juvenile department of the county, to serve at the pleasure of and at a salary designated by the governing body of the county. **Shared Services** with the State as listed on Association of Counties chart.



Administration Line of Business

Office of the Director Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 390,652 | 150,000 | 3,495,309 | 3,495,309 | 1,055,627 | (2,439,682) | -69.8% |
| Federal Grants & Revenues | 20,516 | - | - | - | - | - | 0% |
| State Grants & Revenues | 167,655 | - | - | - | - | - | 0% |
| Local Grants & Revenues | 18,578 | - | - | - | - | - | 0% |
| Charges for Service | 9,711 | 4,525 | 4,524 | 4,524 | 4,524 | - | 0% |
| Other Revenues | 469 | - | - | 1,064 | - | - | 0% |
| Interfund Transfers | 1,087,836 | 1,683,319 | 1,590,269 | 1,590,269 | 1,485,064 | (105,205) | -6.6% |
| Operating Revenue | 1,304,765 | 1,687,844 | 1,594,793 | 1,595,857 | 1,489,588 | (105,205) | -6.6% |
| Total Rev - Including Beginning Bal | 1,695,417 | 1,837,844 | 5,090,102 | 5,091,166 | 2,545,215 | (2,544,887) | -50.0% |
| Personnel Services | 766,707 | 1,259,662 | 965,729 | 950,646 | 989,244 | 23,515 | 2.4% |
| Materials & Services | 472,242 | 185,527 | 362,635 | 276,588 | 473,310 | 110,675 | 30.5% |
| Cost Allocation Charges | 88,238 | 112,963 | 116,429 | 116,429 | 77,034 | (39,395) | -33.8% |
| Capital Outlay | 1,013 | - | - | - | - | - | 0% |
| Operating Expenditure | 1,328,200 | 1,558,152 | 1,444,793 | 1,343,663 | 1,539,588 | 94,795 | 6.6% |
| Interfund Transfers | - | - | 3,495,309 | 3,495,309 | 1,005,627 | (2,489,682) | -71.2% |
| Contingency | - | - | 150,000 | - | - | (150,000) | -100.0% |
| Total Exp - Including Special Categories | 1,328,200 | 1,558,152 | 5,090,102 | 4,838,972 | 2,545,215 | (2,544,887) | -50.0% |
| General Fund Support (if applicable) | 1,087,836 | 1,683,319 | 1,590,269 | 1,590,269 | 1,485,064 | (105,205) | -6.6% |
| Full Time Equiv Pos (FTE) Budgeted | 6.50 | 10.25 | 5.15 | 5.15 | 5.15 | 0.00 | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 4.00 | 9.25 | | 5.15 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 2.50 | 1.00 | | - | | | |

Significant Issues and Changes

For FY20-21:

The FY20-21 adopted budget reflects \$1,055,627 of FY19-20 carryforward, a transfer of the \$1,005,627 to the General Fund, and uses \$50,000 of the FY19-20 carryforward for a one time use, in M&S for contracts that were unable to be executed due to the COVID-19 crisis. The FY20-21 Proposed budget also reflects the reduction of historically budgeted contingency amount of \$150,000. Overall department general fund support was reduced by \$150,000 with the reduction of the contingency.

Relevant Changes During FY19-20:

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown. The changes include the following:

- A) A reduction of a vacant 1.0 FTE Business Program Coordinator, position number 3605
- B) The Juvenile Fund Inter-Fund transferred its total fund balance of \$3,495,309 to the General Fund
- C) The Juvenile Department committed in future fiscal years to continue to transfer any unspent balances at year-end to the General Fund.



Administration Line of Business

Policy, Performance & Research Program

Purpose Statement

The purpose of the Policy, Performance and Research Program is to provide strategic analysis, data reporting, planning, and comprehensive evaluation services to the Juvenile Department so it can measure the effectiveness of department programs, services, policies, operating procedures, and coordination of operational improvement projects and align its services with its mission and desired strategic results.

Performance Narrative Statement

The Policy, Performance and Research Program (PPRP) establishes criteria to identify and measure quality, effectiveness and compliance. It develops, recommends and tracks department performance measures and evaluates performance in relation to department goals and budget. The PPRP supports Department wide planning efforts by: providing recommendations on organizational improvement methods based on evidence based practices; proposing implementation options; developing and recommending methods to improve operations; and developing processes for systematic organizational improvement. PPRP staff prepare comprehensive reports and presentations, including submissions/reporting to outside agencies, department leadership and staff. Program staff lead and facilitate planning meetings with cross-functional and interdisciplinary teams to identify organizational and system improvements. The Policy, Performance and Research Program provides strategic analysis, planning and support to several key initiatives, both internal and multidisciplinary, such as the Clackamas County Multi-System Collaborative Council, the Evidence-Based Decision-Making Platform team and Standardized Program Evaluation Protocol (SPEP), and the Clackamas County Crossover Youth Practice Model Initiative.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | 100% of identified Strategic Results are measured and reported | * | 66.67% | 100% | 100.00% | 100.00% |
| Result | 100% of identified Performance Measures results are measured and reported | * | 75.00% | 100% | 96.00% | 100.00% |

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

Explanation **Mandated Services:** ORS 419C.001 Purposes of juvenile justice system in delinquency cases; audits; (1) The Legislative Assembly declares that in delinquency cases, the purposes of the Oregon juvenile justice system from apprehension forward are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. The system is founded on the principles of personal responsibility, accountability and reformation within the context of public safety and restitution to the victims and to the community. The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior. The system shall be open and accountable to the people of Oregon and their elected representatives; (2)(a) Programs, policies and services shall be regularly and independently audited. Audits performed under this subsection must include program audits and performance audits, as defined in ORS 297.070. Programs, policies and services that were established before, on or after June 30, 1995, are subject to audit under this subsection; (b) The programs, policies and services of county juvenile departments shall be subject to regular review pursuant to this subsection. **Shared Services** with the State as listed on Association of Counties chart.



Administration Line of Business

Policy, Performance & Research Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | 208,347 | - | - | - | - | - | 0% |
| Federal Grants & Revenues | 10,942 | - | - | - | - | - | 0% |
| State Grants & Revenues | 89,416 | - | - | - | - | - | 0% |
| Local Grants & Revenues | 9,909 | - | - | - | - | - | 0% |
| Charges for Service | 5,179 | - | - | - | - | - | 0% |
| Other Revenues | 250 | 60 | - | - | - | - | 0% |
| Interfund Transfers | 580,179 | 224,932 | 410,024 | 410,024 | 448,471 | 38,447 | 9.4% |
| Operating Revenue | 695,875 | 224,992 | 410,024 | 410,024 | 448,471 | 38,447 | 9.4% |
| Total Rev - Including Beginning Bal | 904,222 | 224,992 | 410,024 | 410,024 | 448,471 | 38,447 | 9.4% |
| Personnel Services | 408,911 | 92,728 | 373,178 | 373,178 | 371,033 | (2,145) | -0.6% |
| Materials & Services | 251,862 | 6,194 | 9,267 | 12,896 | 32,565 | 23,298 | 251.4% |
| Cost Allocation Charges | 47,061 | 18,183 | 27,579 | 27,579 | 44,873 | 17,294 | 62.7% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 707,834 | 117,105 | 410,024 | 413,653 | 448,471 | 38,447 | 9.4% |
| Interfund Transfers | - | - | - | - | - | - | 0% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Exp - Including Special Categories | 707,834 | 117,105 | 410,024 | 413,653 | 448,471 | 38,447 | 9.4% |
| General Fund Support (if applicable) | 527,179 | 224,932 | 410,024 | 410,024 | 448,471 | 38,447 | 9.4% |
| Full Time Equiv Pos (FTE) Budgeted | 4.00 | 1.15 | 3.00 | 3.00 | 3.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 3.00 | 0.15 | | 3.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | 1.00 | 1.00 | | - | | | |

Significant Issues and Changes

For FY20-21:

The FY20-21 Materials and Services increased by \$23,298, due to software license renewals and anticipated necessary software.



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CLACKAMAS
C O U N T Y



Emergency Communications

(Clackamas County 911)

Cheryl Bledsoe, Director

**2200 Kaen Road
Oregon City, Oregon 97045
503-655-8370**

Website Address: <http://clackamas911.org/>



Department of Communications (9-1-1)

Department Mission

Provide emergency and non-emergency call response, information and dispatch services to the citizens and agencies we serve so they can have reliable 24/7 access to information and critical life safety services.

| | |
|--|--|
| Department of Communications (CCOM 9-1-1) | |
| Cheryl Bledsoe, Director | |
| FTE 53.75 | |
| Total Adopted \$ 11,195,666 | |
| General Fund Support \$ - | |

| | | | | | | | | |
|--|--|---------------|---|---|---------------|---|---|---------------|
| <table border="1" style="width: 100%;"> <tr> <td>Operations Tony Collins Total Adopted \$7,546,934</td> </tr> <tr> <td style="background-color: yellow;">Gen Fund \$ -</td> </tr> </table> | Operations Tony Collins Total Adopted \$7,546,934 | Gen Fund \$ - | <table border="1" style="width: 100%;"> <tr> <td>Tech Services Toni Sexton Total Adopted \$869,034</td> </tr> <tr> <td style="background-color: yellow;">Gen Fund \$ -</td> </tr> </table> | Tech Services Toni Sexton Total Adopted \$869,034 | Gen Fund \$ - | <table border="1" style="width: 100%;"> <tr> <td>Administration Cheryl Bledsoe Total Adopted \$2,779,698</td> </tr> <tr> <td style="background-color: yellow;">Gen Fund \$ -</td> </tr> </table> | Administration Cheryl Bledsoe Total Adopted \$2,779,698 | Gen Fund \$ - |
| Operations Tony Collins Total Adopted \$7,546,934 | | | | | | | | |
| Gen Fund \$ - | | | | | | | | |
| Tech Services Toni Sexton Total Adopted \$869,034 | | | | | | | | |
| Gen Fund \$ - | | | | | | | | |
| Administration Cheryl Bledsoe Total Adopted \$2,779,698 | | | | | | | | |
| Gen Fund \$ - | | | | | | | | |
| <table border="1" style="width: 100%;"> <tr> <td>Call Taking FTE 9 Total Adopted \$791,752</td> </tr> <tr> <td style="background-color: yellow;">Gen Fund \$ -</td> </tr> </table> | Call Taking FTE 9 Total Adopted \$791,752 | Gen Fund \$ - | <table border="1" style="width: 100%;"> <tr> <td>911 Tech Services FTE 5 Total Adopted \$869,034</td> </tr> <tr> <td style="background-color: yellow;">Gen Fund \$ -</td> </tr> </table> | 911 Tech Services FTE 5 Total Adopted \$869,034 | Gen Fund \$ - | <table border="1" style="width: 100%;"> <tr> <td>C-COM Administration FTE 2.75 Total Adopted \$2,779,698</td> </tr> <tr> <td style="background-color: yellow;">Gen Fund \$ -</td> </tr> </table> | C-COM Administration FTE 2.75 Total Adopted \$2,779,698 | Gen Fund \$ - |
| Call Taking FTE 9 Total Adopted \$791,752 | | | | | | | | |
| Gen Fund \$ - | | | | | | | | |
| 911 Tech Services FTE 5 Total Adopted \$869,034 | | | | | | | | |
| Gen Fund \$ - | | | | | | | | |
| C-COM Administration FTE 2.75 Total Adopted \$2,779,698 | | | | | | | | |
| Gen Fund \$ - | | | | | | | | |
| <table border="1" style="width: 100%;"> <tr> <td>Dispatch FTE 34 Total Adopted \$6,262,600</td> </tr> <tr> <td style="background-color: yellow;">Gen Fund \$ -</td> </tr> </table> | Dispatch FTE 34 Total Adopted \$6,262,600 | Gen Fund \$ - | | | | | | |
| Dispatch FTE 34 Total Adopted \$6,262,600 | | | | | | | | |
| Gen Fund \$ - | | | | | | | | |
| <table border="1" style="width: 100%;"> <tr> <td>Training & Quality Assurance FTE 3 Total Adopted \$492,582</td> </tr> <tr> <td style="background-color: yellow;">Gen Fund \$ -</td> </tr> </table> | Training & Quality Assurance FTE 3 Total Adopted \$492,582 | Gen Fund \$ - | | | | | | |
| Training & Quality Assurance FTE 3 Total Adopted \$492,582 | | | | | | | | |
| Gen Fund \$ - | | | | | | | | |



Department of Communications (CCOM)

Department Budget Summary by Fund

| <i>Line of Business</i> | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 |
|-------------------------------|--------------|-------------------------------|----------------------|---|
| <i>Program</i> | FTE | Emergency Communications Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Operations | | | | |
| Call Taking | 9.00 | 791,752 | 791,752 | |
| * Dispatch | 34.00 | 6,262,600 | 6,262,600 | |
| Training & Quality Assurance | 3.00 | 492,582 | 492,582 | |
| | | | - | |
| Technical Services | | | | |
| 911 Tech Services | 5.00 | 869,034 | 869,034 | |
| | | | - | |
| Administration | | | | |
| Administration | 2.75 | 2,779,698 | 2,779,698 | |
| | | | - | |
| TOTAL | 53.75 | 11,195,666 | 11,195,666 | |
| FY 19/20 Budget | 53.75 | 10,554,488 | 10,554,488 | |
| \$ Increase (Decrease) | 0.00 | 641,178 | 641,178 | |
| % Increase (Decrease) | 0.00% | 6.07% | 6.07% | |

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants

* Dispatch FTE of 34 includes Operations Manager



Operations Line of Business

Call Taking Program

Purpose Statement

The purpose of the Call Taking program is to provide professional call processing and referral services to the public, businesses and government agencies so they can have expedited and efficient access to public safety for non-emergency, emergency and life-critical events.

Performance Narrative

The Call Taking position was approved for the 18-19 FY. CCOM ran open continuous recruitments to fill the positions during the 18-19 FY. Since then, we successfully hired 9 external candidates, 4 of which are fully certified Call Takers. The other 5 trainees are progressing nicely through training and we are hopeful that they will all be signed off and fully certified by Q1 20-21 FY. Our goal is to have 9 Call Taker positions filled and certified by the end of FY 20-21.

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 24/7 Call Taking coverage independent of Dispatch | 3 | 8 | 8 | 9 |
| Result | 95% 911 calls answered in 10 seconds or less (with filter) | 100% | 95% | 100% | 98% |
| Output | # In-Bound Calls | 269,091 | 275,000 | 136,468 | 280,000 |

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:

C-COM provides 9-1-1 call-taking services as a local Public Safety Answering Point (PSAP) as established under Oregon Revised Statute 403 which outlines the role & responsibilities for 9-1-1 call-taking services inside the state of Oregon.



Operations Line of Business

Call Taking Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 90,953 | 245,097 | - | - | (245,097) | -100.0% 0% |
| State Grants & Revenues | - | 856,771 | 837,500 | 400,000 | 600,000 | (237,500) | -28.4% |
| Local Grants & Revenues | - | 4,082 | 26,982 | | | (26,982) | -100.0% |
| Charges for Service | - | 1,143,091 | 1,244,761 | 243,021 | 243,252 | (1,001,509) | -80.5% |
| Other Revenues | - | - | 4,940 | - | - | (4,940) | -100.0% |
| Operating Revenue | - | 2,003,944 | 2,114,183 | 643,021 | 843,252 | (1,270,931) | -60.1% |
| Total Rev - Including Beginning Bal | - | 2,094,897 | 2,359,280 | 643,021 | 843,252 | (1,516,028) | -64.3% |
| Personnel Services | - | 152,388 | 692,312 | 559,800 | 760,857 | 68,545 | 9.9% |
| Materials & Services | - | 44,019 | 67,940 | 30,194 | 30,895 | (37,045) | -54.5% |
| Operating Expenditure | - | 196,407 | 760,252 | 589,994 | 791,752 | 31,500 | 4.1% |
| Total Exp - Including Special Categories | - | 196,407 | 760,252 | 589,994 | 791,752 | 31,500 | 4.1% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | 7.00 | 9.00 | 9.00 | 9.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 3.00 | | 8.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 4.00 | | 1.00 | - | | |

Significant Issues and Changes

- The revenue and expenditures will not balance as there is a portion of the 9-1-1 tax that we receive that can only be recorded for the Call Taking position



Operations Line of Business

Dispatch Program

Purpose Statement

The purpose of the Dispatch program is to provide call detail information, administrative call support and life safety tracking services to Public Safety Agencies so they can respond to non-emergency, emergency and life-critical events.

Performance Narrative

During the 19-20 FY, CCOM signed off 2 trainees as fully certified dispatchers. Our coaches are continuing their training program with 3 dispatch trainees and we are hopeful that all 3 will be fully certified by Q2 of FY 20-21.

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|-----------------|-----------------|---------------------------------|-----------------|
| Result | 90% Priority I (Fire & EMS) calls dispatched in 64 seconds | 23% | 30% | 23.0% | 30% |
| Output | # of total Calls for service dispatched law enforcement (CCOM Initiated) | 113,826 | 115,000 | 58,783 | 117,000 |
| Output | # total Calls for Service dispatched (Fire & EMS CCOM Initiated) | 35,686 | 36,000 | 17,362 | 36,500 |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Operations Line of Business

Dispatch Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 978,500 | 674,018 | 674,018 | - | (674,018) | -100.0% |
| Federal Grants & Revenues | - | 469,087 | 550,000 | 550,000 | 600,000 | 50,000 | 9.1% |
| State Grants & Revenues | - | 686,534 | 670,000 | 1,286,956 | 1,375,000 | 705,000 | 105.2% |
| Local Grants & Revenues | - | 9,002 | 74,200 | | | (74,200) | -100.0% |
| Charges for Service | - | 3,098,036 | 3,423,094 | 4,764,286 | 4,759,000 | 1,335,906 | 39.0% |
| Misc Revenue | - | - | 13,587 | | | | |
| Interest Earned | - | - | | | | | |
| Operating Revenue | - | 4,262,659 | 4,730,881 | 6,601,242 | 6,734,000 | 2,003,119 | 42.3% |
| Total Rev - Including Beginning Bal | - | 5,241,159 | 5,404,899 | 7,275,260 | 6,734,000 | 1,329,101 | 24.6% |
| Personnel Services | - | 5,254,039 | 5,416,033 | 4,574,322 | 5,105,523 | (310,510) | -5.7% |
| Materials & Services | - | 126,987 | 214,467 | 126,472 | 85,955 | (128,512) | -59.9% |
| Operating Expenditure | - | 5,381,026 | 5,630,500 | 4,700,794 | 5,191,478 | (439,022) | -7.8% |
| Special Payments | - | 689,484 | 901,758 | 901,758 | 1,071,122 | 169,364 | 18.8% |
| Total Exp - Including Special Categories | - | 6,070,510 | 6,532,258 | 5,602,552 | 6,262,600 | (269,658) | -4.1% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | 36.00 | 34.00 | 34.00 | 34.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 34.00 | - | 33.00 | 34.00 | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 2.00 | | 1.00 | | | |

Significant Issues and Changes



Operations Line of Business

Training & Quality Assurance Program

Purpose Statement

The purpose of the Training and Quality Assurance program is to provide innovative industry best practice training and quality assurance services to CCOM Employees so they can meet and exceed state and industry certification requirements, understand current and emerging trends and technology, and provide helpful and accurate services.

Performance Narrative

CCOM was able to recruit and internally promote a second Quality Improvement Coordinator that will now begin working on our QA/QI program of reviewing calls. Our goal is to review and provide feedback on 1% of our calls.

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % call handling compliance (telephone and dispatch) (Strategic Result #3) – TBD determined on establishment of baseline | N/A | N/A | N/A | 1% |
| Result | # of trainees who reach full certification (Call Taking & Dispatch) | 0 | 5 | 6 | 8 |
| Output | # Quality Assurance reviews conducted | 0 | 0 | 0 | 1% of calls |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Operations Line of Business

Training & Quality Assurance Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 52,892 | 122,549 | 122,549 | - | (122,549) | -100.0% 0% |
| Federal Grants & Revenues | - | 173,668 | 167,500 | - | - | (167,500) | -100.0% |
| Local Grants & Revenues | - | 3,091 | 13,491 | - | - | (13,491) | -100.0% |
| Charges for Service | - | 571,273 | 794,544 | 619,463 | 619,124 | (175,420) | -22.1% |
| Other Revenues | - | - | 2,470 | - | - | (2,470) | -100.0% |
| Operating Revenue | - | 748,032 | 978,005 | 619,463 | 619,124 | (358,881) | -36.7% |
| Total Rev - Including Beginning Bal | - | 800,924 | 1,100,554 | 742,012 | 619,124 | (481,430) | -43.7% |
| Personnel Services | - | 162,780 | 521,016 | 241,650 | 485,882 | (35,134) | -6.7% |
| Materials & Services | - | 2,946 | 6,770 | 5,650 | 6,700 | (70) | -1.0% |
| Operating Expenditure | - | 165,726 | 527,786 | 247,300 | 492,582 | (35,204) | -6.7% |
| Total Exp - Including Special Categories | - | 165,726 | 527,786 | 247,300 | 492,582 | (35,204) | -6.7% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | 2.00 | 3.00 | 3.00 | 3.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 1.00 | - | 2.00 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | 1.00 | - | - | - |

Significant Issues and Changes

~We have removed the beginning fund balance to more closely align our revenues and expenditures for this org
 ~Local grants and other revenues have been allocated elsewhere



Tech Services Line of Business

9-1-1 Tech Services Program

Purpose Statement

The purpose of the 911 Tech Services line of business is to provide critical and non-critical systems support, location, statistical and accreditation services to CCOM and User Agencies so they can utilize technology and information to perform their jobs effectively and efficiently.

Performance Narrative

Since fully staffing the Technical Department at CCOM, we have been able to successfully start tracking our statistics on a monthly basis as well as create and implement a help desk with trackable tickets.

Key Performance Measures

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/18 | FY 20-21 Target |
|--------|--|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % CCOM service requests that are successfully resolved | 67% | 75% | 97% | 95% |
| Output | # technical responses provided | 824 | 500 | 2215 | 1500 |
| Demand | # statistical reports requested | 12 | 12 | 7 | 12 |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

Explanation



Technical Services Line of Business

9-1-1 Tech Services Program

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 173,832 | 122,549 | 122,549 | | (122,549) | -100.0% 0% |
| State Grants & Revenues | - | 27,900 | 36,360 | 20,994 | 15,600 | (20,760) | -57.1% |
| Local Grants & Revenues | - | 3,091 | 13,491 | 134,912 | 134,912 | 121,421 | 900.0% |
| Charges for Service | - | 590,650 | 622,381 | 721,898 | 720,000 | 97,619 | 15.7% |
| Other Revenues | - | - | 2,470 | | | (2,470) | -100.0% |
| Operating Revenue | - | 621,641 | 674,702 | 877,804 | 870,512 | 195,810 | 29.0% |
| Total Rev - Including Beginning Bal | - | 795,473 | 797,251 | 1,000,353 | 870,512 | 73,261 | 9.2% |
| Personnel Services | - | 524,556 | 887,239 | 782,150 | 801,184 | (86,055) | -9.7% |
| Materials & Services | - | 31,644 | 52,668 | 62,817 | 62,850 | 10,182 | 19.3% |
| Capital Outlay | - | 1,069 | 4,000 | 5,000 | 5,000 | 1,000 | 25.0% |
| Operating Expenditure | - | 557,269 | 943,907 | 849,967 | 869,034 | (74,873) | -7.9% |
| Special Payments | - | 2,232 | - | - | - | - | 0% |
| Total Exp - Including Special Categories | - | 559,501 | 943,907 | 849,967 | 869,034 | (74,873) | -7.9% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | 5.00 | 5.00 | 5.00 | 5.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 5.00 | - | 5.00 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | | |

Significant Issues and Changes

~We have made the decision to put local grants and services into 7804 this year because a large portion of this has to do with mapping and GIS.



Administration Line of Business

CCOM Administration

Purpose Statement

The purpose of the CCOM Administration line of business is to provide leadership, administrations and strategic direction services to employees so they can be supported, be equipped to fulfill their individual roles and deliver services in an effective and efficient manner.

Performance Narrative

CCOM Administration is fully staffed and plans to work on benchmarks and other goals set forth by both our Department as well as Clackamas County. We will strive to keep our vacancies at a minimum with ongoing recruitments to ensure that our staff's work loads are manageable. It is our goal to get our QA program up and running within the next year.

Key Performance Measurers

| | | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|-----------------|-----------------|---------------------------------|-----------------|
| Result | 95% authorized positions filled | 87% | 95% | 88% | 95% |
| Result | 90% employee performance evaluations conducted within 2 months of anniversary date | N/A | 90% | 76% | 100% |
| Output | # Trainees | 9 | 7 | 9 | 5 |

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



Administration Line of Business

CCOM Administration

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 324,555 | 573,333 | 818,430 | 2,050,388 | 1,477,055 | 257.6% |
| Local Grants & Revenues | - | 1,646 | 6,746 | | | (6,746) | -100.0% |
| Charges for Service | - | 285,639 | 311,190 | 55,992 | 53,626 | (257,564) | -82.8% |
| Other Revenues | - | 41,444 | 1,235 | 24,700 | 24,764 | 23,529 | 1905.2% |
| Operating Revenue | - | 328,729 | 319,171 | 80,692 | 78,390 | (240,781) | -75.4% |
| Total Rev - Including Beginning Bal | - | 653,284 | 892,504 | 899,122 | 2,128,778 | 1,236,274 | 138.5% |
| Personnel Services | - | 365,431 | 585,900 | 408,325 | 433,766 | (152,134) | -26.0% |
| Materials & Services | - | 128,027 | 246,378 | 362,238 | 251,281 | 4,903 | 2.0% |
| Cost Allocation Charges | - | 362,409 | 430,599 | 434,004 | 455,407 | 24,808 | 5.8% |
| Capital Outlay | - | 180 | 173,000 | 15,000 | 15,000 | (158,000) | -91.3% |
| Operating Expenditure | - | 856,047 | 1,435,877 | 1,219,567 | 1,155,454 | (280,423) | -19.5% |
| Reserve for Future Expenditures | - | - | 119,000 | | 1,388,836 | 1,269,836 | 1067.1% |
| Contingency | - | - | 235,408 | - | 235,408 | - | 0% |
| Total Exp - Including Special Categories | - | 856,047 | 1,790,285 | 1,219,567 | 2,779,698 | 989,413 | 55.3% |
| General Fund Support (if applicable) | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | 2.00 | 2.00 | 2.75 | 2.75 | 0.75 | 37.50% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 2.00 | - | 2.75 | | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | - | | | |

Significant Issues and Changes

- ~We have made the decision to put the entire fund balance into 7805 to simplify the accounting process throughout the year.
- ~Charges for service we more accurately applied to the org's that are actually utilizing those funds
- ~Other revenues have all been consolidated to 7805 to simplify accounting
- ~A supplemental budget was done to start a fire protocol project using capital outlay. Our member board has since decided to postpone that project



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CLACKAMAS
C O U N T Y



Community Corrections

Malcolm McDonald, Captain

**1024 Main St
Oregon City, Oregon 97045
503-655-8603**

Website Address: <https://www.clackamas.us/corrections>



Community Corrections

Department Mission

The mission of Clackamas County Community Corrections is to provide supervision, resources, intervention, treatment & victim services to justice involved individuals and crime victims so they can experience and contribute to a safe community.

| | |
|-------------------------------------|--|
| Community Corrections | |
| Captain Malcolm McDonald - Director | |
| FTE 98 | |
| Total Adopted \$17,403,500 | |
| General Fund Support \$ 4,848,763 | |

| |
|-----------------------|
| Reintegration |
| Imdieke/Kuklenski |
| Total Adopted |
| \$14,036,073 |
| Gen Fund \$ 3,596,154 |

| |
|-------------------------------|
| Community Coordination |
| Imdieke/Kuklenski |
| Total Adopted |
| \$3,367,427 |
| Gen Fund \$ 1,252,609 |

| |
|---|
| Residential Treatment & Counseling |
| Brian Imdieke |
| FTE 30.5 |
| Total Adopted |
| \$5,668,156 |
| Gen Fund \$ 1,179,214 |

| |
|-------------------------------|
| Office of the Director |
| Imdieke/Kuklenski |
| FTE 13.5 |
| Total Adopted |
| \$2,636,502 |
| Gen Fund \$ 921,527 |

| |
|---|
| Parole & Probation Supervision |
| Kelly Kuklenski |
| FTE 31.0 |
| Total Adopted |
| \$5,825,875 |
| Gen Fund \$ 1,628,858 |

| |
|-------------------------------------|
| Operational Support Services |
| Kelly Kuklenski |
| FTE 7.0 |
| Total Adopted |
| \$698,350 |
| Gen Fund \$ 318,343 |

| |
|------------------------|
| Victim Services |
| Kelly Kuklenski |
| FTE 1.0 |
| Total Adopted |
| \$131,672 |
| Gen Fund \$ 99,533 |

| |
|--|
| Employee Development & Training |
| MGR |
| FTE 0 |
| Total Adopted |
| \$32,575 |
| Gen Fund \$ 12,739 |

| |
|---|
| Pretrial Services & Transitional Resources |
| Brian Imdieke |
| FTE 11.0 |
| Total Adopted |
| \$1,765,750 |
| Gen Fund \$ 325,348 |

| |
|--------------------------|
| Community Service |
| Brian Imdieke |
| FTE 4.0 |
| Total Adopted |
| \$644,620 |
| Gen Fund \$ 363,201 |



Community Corrections

Department Budget Summary by Fund

| <i>Line of Business</i> | FY 20/21 | FY 20/21 | FY 19/20 | FY 20/21 | FY 20/21 |
|------------------------------------|--------------|----------------------------------|----------|----------------------|---|
| <i>Program</i> | FTE | Community Corrections Fund (219) | | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Reintegration | | | | | |
| Residential Treatment & Counseling | 30.50 | 5,668,156 | | 5,668,156 | 1,179,214 |
| Parole & Probation Supervision | 31.00 | 5,825,875 | | 5,825,875 | 1,628,858 |
| Victim Services | 1.00 | 131,672 | | 131,672 | 99,533 |
| Pretrial & Transitional Resources | 11.00 | 1,765,750 | | 1,765,750 | 325,348 |
| Community Service | 4.00 | 644,620 | | 644,620 | 363,201 |
| | | | | - | |
| Community Coordination | | | | | |
| Office of the Director | 13.50 | 2,636,502 | | 2,636,502 | 921,527 |
| Operational Support Services | 7.00 | 698,350 | | 698,350 | 318,343 |
| Employee Development & Training | 0.00 | 32,575 | | 32,575 | 12,739 |
| | | | | - | |
| TOTAL | 98.00 | 17,403,500 | 0 | 17,403,500 | 4,848,763 |
| FY 19/20 Budget | 106.00 | 19,895,624 | | 19,895,624 | 4,790,582 |
| \$ Increase (Decrease) | -8.00 | -2,492,124 | 0 | -2,492,124 | 58,181 |
| % Increase (Decrease) | -7.55% | -12.53% | | -12.53% | 1.21% |

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



Reintegration

Residential Treatment & Counseling

Purpose Statement

The purpose of the Residential Treatment & Counseling program is to provide pro-social guidance, treatment, employment & housing services to clients so they can experience their best opportunity for successful, pro-social reintegration into the community.

Performance Narrative Statement

The Residential Treatment & Counseling program adopts a \$5,668,156 operating budget. These resources will allow FTE to operate 84 Clackamas Substance Abuse Program (CSAP) treatment beds, 10 Short-Term Transitional Leave (STTL) beds, and 20 Work Release beds. The program provides aftercare treatment and support services for CSAP clients when they transition from a treatment bed to supportive housing.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 20-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 85% residential clients who do not commit crimes within a year following the end of treatment | New | New | New | New | 80% |
| Result | 95% alcohol or drug addicted residential clients who are in recovery at the end of treatment | New | New | New | New | 90% |
| Result | 95% residential clients who live in stable housing by the end of treatment | New | New | New | New | 90% |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation **Shared Services:** with the State as listed on Association of Counties chart.
Grant Funding: Justice Reinvestment carryover funds from 2017-2019 biennium to fund STTL and CSAP expansion through December 2019. BJA grant to establish Alternatives to Incarceration for Individuals with Opioid Use Disorders.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 206,155 | 863,138 | 863,138 | 561,470 | (301,668) | -35.0% |
| Federal Grants & Revenues | - | 3,244 | 316,365 | 16,374 | 425,688 | 109,323 | 34.6% |
| State Grants & Revenues | - | 2,770,654 | 3,495,514 | 3,266,282 | 3,367,009 | (128,505) | -3.7% |
| Charges for Service | - | 16,470 | 32,805 | 49,275 | 49,275 | 16,470 | 50.2% |
| Other Revenues | - | 179,920 | 97,000 | 92,816 | 85,500 | (11,500) | -11.9% |
| Interfund Transfers | - | 1,111,915 | 1,111,915 | 1,111,915 | 1,179,214 | 67,299 | 6.1% |
| Operating Revenue | - | 4,082,203 | 5,053,599 | 4,536,662 | 5,106,686 | 53,087 | 1.1% |
| Total Rev - Including Beginning Bal | - | 4,288,358 | 5,916,737 | 5,399,800 | 5,668,156 | (248,581) | -4.2% |
| Personnel Services | - | 2,565,687 | 3,445,023 | 3,179,560 | 3,335,218 | (109,805) | -3.2% |
| Materials & Services | - | 984,031 | 1,951,026 | 1,341,816 | 1,806,225 | (144,801) | -7.4% |
| Special Payments | - | 120,579 | 223,630 | - | 117,353 | (106,277) | -47.5% |
| Cost Allocation Charges | - | - | 374,337 | 374,337 | 409,360 | 35,023 | 9.4% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | - | 3,670,297 | 5,994,016 | 4,895,713 | 5,668,156 | (325,860) | -5.4% |
| Total Exp - Including Special Categories | - | 3,670,297 | 5,994,016 | 4,895,713 | 5,668,156 | (325,860) | -5.4% |
| General Fund Support (if applicable) | - | 1,111,915 | 1,111,915 | 1,111,915 | 1,179,214 | 67,299 | 6.1% |
| Full Time Equiv Pos (FTE) Budgeted | - | 35.00 | 31.50 | 35.00 | 30.50 | (1.00) | -3.17% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 31.00 | - | 30.00 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 4.00 | - | 5.00 | - | - | 0% |

Significant Issues and Changes

State of Oregon and Community Corrections Act (CCA) funding was reduced by \$1,428,530 for the 2019-2021 biennium (\$714,265 annual). Community Corrections Counselor and Community Corrections Officer positions were removed from this program. Client support budget was reduced and no budget for potential capital projects. JRI funding has been granted for the 2019-2021 biennium and will support the expanded Short-term Transitional Leave and Corrections Substance Abuse Programs. Year 2 of the Bureau of Justice federal grant to establish alternative to incarceration for individuals with opioid use disorders will see increased activity. We are also in the process of finalizing a sub-award to fund a full-time mentor through another Bureau of Justice grant.



Reintegration Parole & Probation Supervision

Purpose Statement

The purpose of the Parole and Probation Supervision Program is to provide assessment and case planning, counseling, intervention and accountability services to individuals on parole or probation so they can experience their best opportunity for successful, pro-social reintegration into the community.

Performance Narrative Statement

The Parole & Probation program adopts a \$5,825,875 operating budget. These resources will allow FTE to provide case planning, counseling, interventions and accountability to justice-involved adults sentenced to probation or post-prison supervision. This program offers housing for justice-involved adults under community supervision in need of mental health stabilization and supportive services, diverting them from homelessness and jail.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 20-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 20% reduction in crimes committed by Community Corrections clients within a year following the end of supervision | New | New | New | New | 15% |
| Result | 75% clients who live in stable housing by the end of supervision | New | New | New | New | 70% |
| Result | 80% of victims who are due restitution receive it | New | New | New | New | 70% |

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 **Mandated Services:** ORS 423.478(2)(a)-(f) assigns responsibility for all offenders on probation, parole, post-prison supervision and those offenders sentenced or revoked for periods of one year or less, and on conditional release to County
Shared Services: with the State as listed on Association of Counties chart.



Reintegration

Parole & Probation Supervision

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | - | 13,267 | 530,000 | 530,000 | 54,976 | (475,024) | -89.6% |
| State Grants & Revenues | - | 2,714,904 | 3,212,741 | 2,810,084 | 3,511,424 | 298,683 | 9.3% |
| Charges for Service | - | 20,953 | 15,000 | 8,000 | 8,000 | (7,000) | -46.7% |
| Fines & Penalties | - | 596,114 | 650,000 | 600,000 | 600,000 | (50,000) | -7.7% |
| Other Revenues | - | 28,707 | 22,730 | 23,517 | 22,617 | (113) | -0.5% |
| Interfund Transfers | - | 1,629,038 | 1,628,858 | 1,628,858 | 1,628,858 | - | 0% |
| Operating Revenue | - | 4,989,716 | 5,529,329 | 5,070,459 | 5,770,899 | 241,570 | 4.4% |
| Total Rev - Including Beginning Bal | - | 5,002,983 | 6,059,329 | 5,600,459 | 5,825,875 | (233,454) | -3.9% |
| Personnel Services | - | 3,663,134 | 4,752,932 | 4,319,874 | 4,398,356 | (354,576) | -7.5% |
| Materials & Services | - | 422,372 | 654,213 | 625,864 | 922,236 | 268,023 | 41.0% |
| Cost Allocation Charges | - | - | 544,885 | 544,885 | 505,283 | (39,602) | -7.3% |
| Capital Outlay | - | - | 30,000 | 30,000 | - | (30,000) | -100.0% |
| Operating Expenditure | - | 4,085,506 | 5,982,030 | 5,520,623 | 5,825,875 | (156,155) | -2.6% |
| Total Exp - Including Special Categories | - | 4,085,506 | 5,982,030 | 5,520,623 | 5,825,875 | (156,155) | -2.6% |
| General Fund Support (if applicable) | - | 1,629,038 | 1,628,858 | 1,628,858 | 1,628,858 | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | 34.00 | 34.00 | 34.00 | 35.00 | 1.00 | 2.94% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 31.00 | - | 29.00 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 3.00 | - | 5.00 | - | - | 0% |

Significant Issues and Changes

State of Oregon and Community Corrections Act (CCA) funding was reduced by \$1,428,530 for the 2019-2021 biennium (\$714,265 annual). 4.0 PPO2 positions were removed from this program as have 20 beds of mental health housing and support.



Reintegration Victim Services

Purpose Statement

The purpose of the Victim Services Program is to provide outreach, support, safety planning, advocacy and victim notification services to survivors and victims of crime so they can make informed choices, recover, and feel safer.

Performance Narrative Statement

The Victim Services program adopts a \$131,672 operating budget. These resources will provide safety planning, advocacy, support and notification to victims post-conviction. Clackamas County Community Corrections is one of only six Community Corrections departments in Oregon providing post-conviction services to victims and survivors of crime.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 20-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | 75% victims who complete a safety plan | New | New | New | New | 80% |
| Output | # victims served | New | New | New | New | 90% |
| Output | # domestic violence victims served | New | New | New | New | 90% |

Program includes:

- Mandated Services N
- 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 **Shared Services:** with the State as listed on Association of Counties chart.



Reintegration

Victim Services

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 155,722 | - | - | 4,112 | 4,112 | 0% |
| State Grants & Revenues | - | 28,027 | 28,027 | 28,027 | 28,027 | - | 0% |
| Interfund Transfers | - | 73,979 | 99,533 | 99,533 | 99,533 | - | 0% |
| Operating Revenue | - | 102,006 | 127,560 | 127,560 | 127,560 | - | 0% |
| Total Rev - Including Beginning Bal | - | 257,728 | 127,560 | 127,560 | 131,672 | 4,112 | 3.2% |
| Personnel Services | - | 110,902 | 118,232 | 114,384 | 122,421 | 4,189 | 3.5% |
| Materials & Services | - | 40,635 | 2,869 | 3,313 | 2,761 | (108) | -3.8% |
| Cost Allocation Charges | - | - | 6,459 | 6,459 | 6,490 | 31 | 0.5% |
| Operating Expenditure | - | 151,537 | 127,560 | 124,156 | 131,672 | 4,112 | 3.2% |
| Total Exp - Including Special Categories | - | 151,537 | 127,560 | 124,156 | 131,672 | 4,112 | 3.2% |
| General Fund Support (if applicable) | - | 73,979 | 99,533 | 99,533 | 99,533 | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | 1.00 | 1.00 | 1.00 | 1.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | - | - | 1.00 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | - | - | - | 0% |

Significant Issues and Changes



Reintegration

Pretrial & Transitional Resources

Purpose Statement

The purpose of the Pretrial Services & Transitional Resource Program is to provide pre-release, assessment, referral and stabilization services to justice involved individuals, those at risk and those affected so they can experience their best opportunity for successful, pro-social reintegration into the community.

Performance Narrative Statement

The Pretrial Services & Transitional Resources program adopts a \$1,765,750 operating budget. These resources will provide FTE at Pretrial Services to conduct pretrial assessments and monitoring, along with FTE at the Transition Center to deliver transitional services for justice-involved adults releasing from prison and jail. This program provides supportive housing to all justice-involved adults releasing from prison to Clackamas County who are homeless at the time of release, preventing over 300 individuals from being homeless in 2018. This program provides employment and mentoring services for all Community Corrections clients.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 20-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|-----------------|
| Result | 20% reduction in crimes committed by Community Corrections clients within one year following the end of supervision | New | New | New | New | 80% |
| Result | 20% reduction in pretrial defendants force-released from jail | New | New | New | New | 90% |
| Result | 65% of defendants who make all scheduled court appearances | New | New | New | New | 90% |
| Result | 75% clients who live in stable housing by the end of supervision | New | New | New | New | 70% |
| Output | # individuals who receive services | New | New | New | New | 75% |

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 **Shared Services:** with the State as listed on Association of Counties chart.
Grant Funding: Justice Reinvestment carryover funds from 2017-2019 biennium to fund Pretrial program through December 2019.



Reintegration

Pretrial & Transitional Services

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 2,124,875 | 1,556,183 | 1,556,183 | 773,873 | (782,310) | -50.3% |
| State Grants & Revenues | - | 1,421,496 | 1,183,489 | 1,191,657 | 666,529 | (516,960) | -43.7% |
| Charges for Service | - | 30,000 | - | - | - | - | 0% |
| Interfund Transfers | - | 325,348 | 325,348 | 325,348 | 325,348 | - | 0% |
| Operating Revenue | - | 1,776,844 | 1,508,837 | 1,517,005 | 991,877 | (516,960) | -34.3% |
| Total Rev - Including Beginning Bal | - | 3,901,719 | 3,065,020 | 3,073,188 | 1,765,750 | (1,299,270) | -42.4% |
| Personnel Services | - | 1,174,104 | 1,416,292 | 1,419,667 | 1,218,635 | (197,657) | -14.0% |
| Materials & Services | - | 914,138 | 1,565,013 | 1,012,026 | 494,127 | (1,070,886) | -68.4% |
| Special Payments | - | - | - | - | - | - | 0% |
| Cost Allocation Charges | - | - | 83,715 | 83,715 | 52,988 | (30,727) | -36.7% |
| Operating Expenditure | - | 2,088,242 | 3,065,020 | 2,515,408 | 1,765,750 | (1,299,270) | -42.4% |
| Total Exp - Including Special Categories | - | 2,088,242 | 3,065,020 | 2,515,408 | 1,765,750 | (1,299,270) | -42.4% |
| General Fund Support (if applicable) | - | 325,348 | 325,348 | 325,348 | 325,348 | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | 10.00 | 12.00 | 12.00 | 11.00 | (1.00) | -8.33% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 10.00 | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes

State of Oregon and Community Corrections Act (CCA) funding was reduced by \$1,428,530 for the 2019-2021 biennium (\$714,265 annual). 1.5 mentor positions were removed from this program as well as \$98,990 of employment services/support provided by an agreement with Community Solutions. Client support was reduced by \$15,000 and drug testing services were reduced by \$5,000. Justice Reinvestment funding to support the Pretrial program was received for the 2019-2021 biennium.



Reintegration Community Service

Purpose Statement

The purpose of the Community Service program is to provide a cost effective workforce and safe, pro-social sentencing alternative to local community partners & justice involved individuals so they can be accountable for their offense, while contributing to and remaining in their local community.

Performance Narrative Statement

The Community Service program adopts a \$644,620 operating budget. These resources will allow FTE to provide community-based sentencing alternatives to provide cost savings to the county and our local community partners. In 2018, this program provided over 43,000 service hours in the county to various non-profit and local government agencies. These contracted agencies are projected to provide \$224,000 in revenue toward support of this program.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 20-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|-----------------|
| Output | # community service hours provided | New | New | New | New | |
| Result | # jail bed days not used | New | New | New | New | 2706 |
| Output | \$ received from Community Service contracts | New | New | New | New | |

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 **Shared Services:** with the State as listed on Association of Counties chart.



Reintegration

Community Service

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | 32,419 | 32,419 | 0% |
| Local Grants & Revenues | - | 154,000 | 140,000 | 140,000 | 140,000 | - | 0% |
| Charges for Service | - | 97,500 | 84,000 | 85,825 | 84,000 | - | 0% |
| Fines & Penalties | - | 23,609 | 25,000 | 25,000 | 25,000 | - | 0% |
| Other Revenues | - | - | - | 1,891 | - | - | 0% |
| Interfund Transfers | - | 268,825 | 363,201 | 363,201 | 363,201 | - | 0% |
| Operating Revenue | - | 543,934 | 612,201 | 615,917 | 612,201 | - | 0% |
| Total Rev - Including Beginning Bal | - | 543,934 | 612,201 | 615,917 | 644,620 | 32,419 | 5.3% |
| Personnel Services | - | 426,453 | 502,405 | 484,630 | 532,469 | 30,064 | 6.0% |
| Materials & Services | - | 61,179 | 82,015 | 83,557 | 84,454 | 2,439 | 3.0% |
| Cost Allocation Charges | - | - | 27,781 | 27,781 | 27,697 | (84) | -0.3% |
| Operating Expenditure | - | 487,632 | 612,201 | 595,968 | 644,620 | 32,419 | 5.3% |
| Total Exp - Including Special Categories | - | 487,632 | 612,201 | 595,968 | 644,620 | 32,419 | 5.3% |
| General Fund Support (if applicable) | - | 268,825 | 363,201 | 363,201 | 363,201 | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | 4.00 | 4.00 | 4.00 | 4.00 | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 3.00 | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | - | - | - | 0% |

Significant Issues and Changes



Community Coordination

Office of the Director

Purpose Statement

The purpose of the Office of the Director program is to provide innovative leadership, motivation and administrative services to Community Corrections and the Sheriff's Office so they can create a high performance, resilient, customer-focused culture of innovation.

Performance Narrative Statement

The Office of the Director Program adopts a \$2,636,502 operating budget. These resources will provide FTE to provide administration, leadership, and accountability to all programs. This program provides the data, research and performance analyses of Community Corrections programs, moving the department towards achieving its strategic and key results.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 20-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--------------------------------------|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | 75% strategic & key results achieved | New | New | New | New | 65% |

Program includes:

Mandated Services N

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 **Shared Services:** with the State as listed on Association of Counties chart.



Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 1,085,516 | 1,030,073 | 1,030,073 | 505,760 | (524,313) | -50.9% 0% |
| State Grants & Revenues | - | 2,482,516 | 1,351,203 | 1,178,715 | 1,178,715 | (172,488) | -12.8% |
| Other Revenues | - | 101,823 | 50,500 | 43,787 | 30,500 | (20,000) | -39.6% |
| Interfund Transfers | - | 1,036,561 | 868,165 | 868,165 | 921,527 | 53,362 | 6.1% |
| Operating Revenue | - | 3,620,900 | 2,269,868 | 2,090,667 | 2,130,742 | (139,126) | -6.1% |
| Total Rev - Including Beginning Bal | - | 4,706,416 | 3,299,941 | 3,120,740 | 2,636,502 | (663,439) | -20.1% |
| Personnel Services | - | 2,780,452 | 2,290,537 | 1,946,738 | 2,218,731 | (71,806) | -3.1% |
| Materials & Services | - | 711,743 | 446,941 | 340,436 | 320,419 | (126,522) | -28.3% |
| Cost Allocation Charges | - | 1,027,162 | 96,887 | 96,887 | 97,352 | 465 | 0.5% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Reserve | - | - | 465,576 | - | - | - | 0% |
| Operating Expenditure | - | 4,519,357 | 3,299,941 | 2,384,061 | 2,636,502 | (197,863) | -20.1% |
| Total Exp - Including Special Categories | - | 4,519,357 | 3,299,941 | 2,384,061 | 2,636,502 | (197,863) | -20.1% |
| General Fund Support (if applicable) | - | 1,036,561 | 868,165 | 868,165 | 868,165 | - | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | 15.00 | 14.50 | 14.00 | 13.50 | (1.00) | -6.9% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 14.00 | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | - | - | - | 0% |

Significant Issues and Changes

State of Oregon and Community Corrections Act (CCA) funding was reduced by \$1,428,530 for the 2019-2021 biennium (\$714,265 annual). Deputy Director position was removed from this program.



Community Coordination Operational Support Services

Purpose Statement

The purpose of the Operational Support Services program is to provide client intake, logistics and discharge management services to justice involved individuals so they can successfully navigate and fulfill their obligations and be prepared to pro-socially reintegrate into the community.

Performance Narrative Statement

The Operational Support Services program adopts a \$698,350 operating budget. These resources will provide FTE to intake and assign over 1,800 new justice-involved adults being placed on probation or released from prison during the course of a year. This program maintains the electronic and paper records on over 4,000 unique individuals on community supervision, ensuring warrants and violations are processed along with accurately discharging individuals from community supervision.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 20-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 80% clients appropriately and accurately assigned to services within 48 hours | New | New | New | New | 75% |
| Output | # new assignments processed within 48 hours | New | New | New | New | |
| Output | # new assignments | New | New | New | New | |

Program includes:

Mandated Services N

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 **Shared Services:** with the State as listed on Association of Counties chart.



Community Coordination

Operational Support Services

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | 188,564 | 21,451 | 21,451 | - | (21,451) | -100.0% |
| State Grants & Revenues | - | 440,285 | 380,007 | 380,007 | 380,007 | - | 0% |
| Interfund Transfers | - | 186,921 | 373,537 | 373,537 | 318,343 | (55,194) | -14.8% |
| Operating Revenue | - | 627,206 | 753,544 | 753,544 | 698,350 | (55,194) | -7.3% |
| Total Rev - Including Beginning Bal | - | 815,770 | 774,995 | 774,995 | 698,350 | (76,645) | -9.9% |
| Personnel Services | - | 412,382 | 644,030 | 608,647 | 565,074 | (78,956) | -12.3% |
| Materials & Services | - | 112,597 | 79,290 | 78,778 | 81,354 | 2,064 | 2.6% |
| Cost Allocation Charges | - | - | 51,675 | 51,675 | 51,922 | 247 | 0.5% |
| Operating Expenditure | - | 524,979 | 774,995 | 739,100 | 698,350 | (76,645) | -9.9% |
| Total Exp - Including Special Categories | - | 524,979 | 774,995 | 739,100 | 698,350 | (76,645) | -9.9% |
| General Fund Support (if applicable) | - | 186,921 | 373,537 | 373,537 | 318,343 | (55,194) | -14.8% |
| Full Time Equiv Pos (FTE) Budgeted | - | 8.00 | 8.00 | 8.00 | 7.00 | (1.00) | -12.5% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | 7.00 | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | 1.00 | - | - | - | - | 0% |

Significant Issues and Changes

State of Oregon and Community Corrections Act (CCA) funding was reduced by \$1,428,530 for the 2019-2021 biennium (\$714,265 annual). Administrative Specialist 1 position was removed from this program.



Employee Development & Training

Purpose Statement

The purpose of the Employee Development and Training Program is to provide staff safety and survival skills and evidence-based practices training services to Community Corrections staff and partners so they can reduce risk, safely provide effective services, and make informed decisions based on results-oriented data.

Performance Narrative Statement

The Employee Development & Training program adopted a \$32,575 operating budget. These resources will provide trainers and equipment to deliver safety skills, survival skills, and evidence-based practice training. This program offers a broad spectrum of training such as firearms skills for Parole & Probation Officers, effective communication, risk assessment, CPR/First Aid, and case planning. This training will increase both officer and public safety. This program also provides support and training focused on employee wellness and peer support.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 20-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--------|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | 85% employees who report they work in a supportive, pro-actively coached, continuous improvement environment | New | New | New | New | 75% |
| Result | 75% training participants who improve in before and after evaluations | New | New | New | New | 70% |
| Result | 95% employees who do not miss work due to injuries | New | New | New | New | 90% |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation **Shared Services:** with the State as listed on Association of Counties chart.



Community Coordination

Employee Development & Training

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| State Grants & Revenues | - | 39,501 | 19,836 | 19,836 | 19,836 | - | 0% |
| Interfund Transfers | - | 39,500 | 20,025 | 20,025 | 12,739 | (7,286) | -36.4% |
| Operating Revenue | - | 79,001 | 39,861 | 39,861 | 32,575 | (7,286) | -18.3% |
| Total Rev - Including Beginning Bal | - | 79,001 | 39,861 | 39,861 | 32,575 | (7,286) | -18.3% |
| Materials & Services | - | 67,419 | 39,861 | 44,861 | 32,575 | (7,286) | -18.3% |
| Operating Expenditure | - | 67,419 | 39,861 | 44,861 | 32,575 | (7,286) | -18.3% |
| Total Exp - Including Special Categories | - | 67,419 | 39,861 | 44,861 | 32,575 | (7,286) | -18.3% |
| General Fund Support (if applicable) | - | 39,500 | 20,025 | 20,025 | 12,739 | (7,286) | -36.4% |
| Full Time Equiv Pos (FTE) Budgeted | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes



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CLACKAMAS
C O U N T Y



Resolution Services

Lauren MacNeill, Director

**2051 Kaen Road
Oregon City, Oregon 97045
503-655-8415**

Website Address: <https://www.clackamas.us/ccrs#skillsdevelopment>



Resolution Services

Department Purpose Statement

The purpose of the Resolution Services Line of Business is to provide conflict resolution services to people and organizations experiencing conflict so they can resolve their differences peacefully, develop skills for the resolution of future conflicts and build safe, healthy relationships and communities.

Resolution Services

Lauren Mac Neill - Director
 FTE 9.06
 Total Adopted \$1,563,643
 General Fund Support \$627,123

Conflict Resolution

FTE 7.20
 Total Adopted
 \$1,230,461

Gen Fund \$ 495,992

Skill Development

FTE 1.86
 Total Adopted
 \$333,182

Gen Fund \$ 131,131



Resolution Services

Department Budget Summary by Fund

| <i>Line of Business</i> | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 |
|-------------------------------|-------------|---------------------|----------------------|---|
| <i>Program</i> | FTE | Resolution Services | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Conflict Resolution | | | | |
| Conflict Resolution | 7.20 | 1,230,461 | 1,230,461 | 495,992 |
| Skill Development | | | - | |
| Skill Development | 1.86 | 333,182 | 333,182 | 131,131 |
| | | | - | |
| TOTAL | 9.06 | 1,563,643 | 1,563,643 | 627,123 |
| FY 19/20 Budget | 9.93 | 1,723,636 | 1,723,636 | 666,388 |
| \$ Increase (Decrease) | -0.87 | -159,993 | -159,993 | -39,265 |
| % Increase (Decrease) | -8.76% | -9.28% | -9.28% | -5.89% |

** *General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants*



Purpose Statement

The purpose of the Conflict Resolution Program is to provide mediation and dispute resolution services to people and organizations so they can resolve their differences peacefully.

Performance Narrative

Resolution Services' Conflict Resolution program adopts an operating budget of \$1,230,461. This will support 7.2 FTE work in this program. We anticipate completing our transition to full implementation of Performance Clackamas budgeting and performance reporting in the coming year.




Conflict Resolution services are specifically targeted when individuals or communities have a defined dispute and we assist them in working toward a resolution of that dispute.

Conflict Resolution Services include:

- Adoption Mediations
- Code Enforcement Mediations
- Eviction Mediations
- Meeting Facilitations
- Family Law Mediations
- Foreclosure Avoidance Program Facilitations
- Manufactured Dwelling Park Mediations
- Neighbor to Neighbor Mediations
- Small Claims Mediations
- Victim Offender Dialogues
- Workplace Mediations

These efforts support the Board's Strategic Goals: build public trust through good government; and ensure safe, healthy and secure communities.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|--|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
|  Result | Percentage of Domestic Relations cases in which parties reach mutual agreement on the issue(s) between them. | 73% | 77% | 75% | 78% | 75% |
|  Result | Percentage of cases where parties reach agreement in community mediation. | 80% | 79% | 75% | 81% | 80% |
|  Output ¹ | Number of clients receiving services | 2656 | 3778 | n/a | 1949 | n/a |

¹ We don't have target numbers for our Conflict Resolution work as the nature of this work is responsive, and we seek to make services available to anyone seeking them whether on their own behalf, for others or by mandate.

Program includes:

- Mandated Services Yes
- Shared Services No
- Grant Funding Yes

Explanation:

Mandated Services:

Family Law: ORS 107.755

Mediation Orientation: Oregon law requires that each judicial district offer an orientation to mediation for litigants in family law matters. Clackamas County is the contracted provider of this service.

Family Law Mediation: Oregon law further requires that each judicial district offer court-connected mediation to litigants in family law matters; Clackamas County Circuit Court makes this mediation mandatory by Supplemental Local Rule. Clackamas County is the contracted provider for these mediation services.

Small Claims: Clackamas County Supplementary Local Rule 12.005 Mediation in Small Claims Actions

Clackamas County Circuit Court and Clackamas County Justice Court require all litigants to small claims matters to first attempt mediation prior to judicial hearing. Clackamas County Resolution Services is the contracted provider.

Foreclosure Avoidance Program: ORS 86.741

ORS 86.741 requires that lending institutions must provide notice and opportunity for homeowners to participate in a facilitated meeting prior to filing a judicial or administrative foreclosure proceeding. Clackamas County Resolution Services is the contracted provider for these services.

Grant Funding:

Our Community Mediation services section receives grant funding from the Oregon Office of Community Dispute Resolution, administered through the University of Oregon School of Law. We anticipate funds from this bi-ennial grant will be approximately \$50,000 by June 30, 2020. This grant covers neighbor-to-neighbor disputes for residents of, or businesses within, Clackamas County. We anticipate funding will continue into future years at the same level with a possible COLA of 3-4%.



Resolution Services

Conflict Resolution

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 76,089 | 9,908 | 35,220 | 35,220 | 83,331 | 48,111 | 136.6% |
| State Revenues | 67,936 | 60,710 | 62,217 | 62,922 | 70,000 | 7,783 | 12.5% |
| Local Govt & Other Agencies | 3,941 | 18,753 | 7,713 | | 500 | (7,213) | -93.5% |
| Charges for Service | 589,185 | 586,689 | 828,175 | 575,845 | 606,395 | (221,780) | -26.8% |
| Licenses & Permits | 22,730 | 22,370 | 20,054 | 16,590 | 28,000 | 7,946 | 39.6% |
| Interfund Transfers | 458,538 | 608,873 | 514,002 | 514,002 | 495,992 | (18,010) | -3.5% |
| Operating Revenue | 1,142,330 | 1,297,395 | 1,432,161 | 1,169,359 | 1,200,887 | (231,274) | -16.1% |
| Total Rev - Including Beginning Bal | 1,218,419 | 1,307,303 | 1,467,381 | 1,204,579 | 1,284,218 | (183,163) | -12.5% |
| Personnel Services | 968,519 | 992,201 | 1,030,461 | 786,720 | 966,472 | (63,989) | -6.2% |
| Materials & Services | 102,524 | 143,982 | 153,441 | 89,526 | 123,510 | (29,931) | -19.5% |
| Cost Allocation Charges | 132,467 | 130,583 | 145,584 | 145,578 | 140,479 | (5,105) | -3.5% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 1,203,510 | 1,266,766 | 1,329,486 | 1,021,824 | 1,230,461 | (99,025) | -7.4% |
| Total Exp - Including Special Categories | 1,203,510 | 1,266,766 | 1,329,486 | 1,021,824 | 1,230,461 | (99,025) | -7.4% |
| General Fund Support (if applicable) | 458,538 | 608,873 | 514,002 | 514,002 | 495,992 | (18,010) | -3.5% |
| Full Time Equiv Pos (FTE) Budgeted | 9.14 | 9.27 | 7.65 | 7.65 | 7.20 | (0.45) | -5.9% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | - | | 5.34 | - | | |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | | 2.31 | - | | |

Significant Issues and Changes

- 1 - FY20 Resolution Services is transitioning to Performance Clackamas budgeting.
- 2 - Several unanticipated staff changes in our small staff have slowed planning and implementation of our new data system.



Skill Development

Purpose Statement

The purpose of the Skill Development Program is to provide experiential education and coaching services to people and organizations so they can develop the skills to respond more effectively and resolve conflicts.

Performance Narrative

Resolution Services' Skill Development program adopts an operating budget of \$333,182. This will support 1.86 FTE work in this program. We anticipate completing our transition to Performance Clackamas budgeting and performance reporting in the coming year.

Skill Development opportunities are offered on a wide range of topics for those who wish to become mediators as well as those who wish to learn skills for themselves and those around them.

Skill Development Services include:

- Basic Mediation Training
- Family Law Custody and Parenting Courses
- Case Consultations
- Family Law Financial Courses
- Clinical Supervision Sessions
- Parent Education Classes
- Conflict Management Training
- Peer Mediation Training
- Conflict Management Class for Schools
- Restorative Justice Victim Offender Dialogue Facilitation Training
- Mediator Continuing Education Classes
- Workplace Mediation Training
- Court Systems Training
- Divorce Financial Analysis Consultations
- Workplace Cohort Communication Training
- Facilitation Training

These efforts support the Board's Strategic Goals: build public trust through good government; and ensure safe, healthy and secure communities.

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Target | FY 19-20 Actuals as of 12/31/19 | FY 20-21 Target |
|---------------------|--|-----------------|---------------------|-----------------|---------------------------------|-----------------|
| Result | Percentage of parents who attended the parent education class who report that the class "increased [their] understanding of why it is important for parents to find a way to cooperate." [7/1/2016-3/1/17]; "increased their understanding of the needs of children during and after separation." [3/8/17 - 6/30/18]. ¹ | 93% | <i>discontinued</i> | | | |
| Result | Percentage of parents who attended the parent education class who report that "The information I learned in class will influence the decisions I make regarding my children." [7/1/17 - present] | 82% | 88% | 75% | 89% | 90% |
| Output ² | Number of clients receiving services | 1748 | 1422 | 1800 | 584 | 1400 |

¹ We are evolving our client surveys to more accurately capture information about how our services impact the community.

² The past few years have seen increases in the number of Skill Development clients served, in part due to mandated service demand increase and in part due to intentional development and outreach to populations who can benefit from the skills our staff is apt at delivering. We do not presently have target numbers in our strategic plan but may develop them as our focus on Skill Development work evolves.

Program includes:

Mandated Services Yes

Shared Services No

Grant Funding No

Explanation:

Mandated Services

FL Education: ORS 3.425

Parent Ed: Oregon law requires that all litigants in qualifying domestic relations actions who have minor children must attend a mandatory family law (parent) education session. Clackamas County Resolution Services is the contracted provider for these services.

Family Law Ed: Oregon law provides that each jurisdiction may establish a family law education program to assist litigants in understanding the purpose and procedure of family law. Clackamas County Circuit Court has opted to offer this service through Clackamas County Resolution Services.



Resolution Services

Skill Development

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | 21,461 | 2,794 | 10,441 | 10,441 | 24,294 | 13,853 | 132.7% |
| State Grants & Revenues | 19,162 | 17,123 | 18,445 | | | (18,445) | -100.0% |
| Local Govt & Other Agencies | 1,111 | 5,289 | 2,287 | | | (2,287) | -100.0% |
| Charges for Service | 166,180 | 165,477 | 66,750 | 97,144 | 124,000 | 57,250 | 85.8% |
| Licenses & Permits | - | - | 5,946 | - | - | (5,946) | -100.0% |
| Interfund Transfers | 129,331 | 171,734 | 152,386 | 152,386 | 131,131 | (21,255) | -13.9% |
| Operating Revenue | 315,784 | 359,623 | 245,814 | 249,530 | 255,131 | 9,317 | 3.8% |
| Total Rev - Including Beginning Bal | 337,245 | 362,417 | 256,255 | 259,971 | 279,425 | 23,170 | 9.0% |
| Personnel Services | 273,172 | 279,851 | 305,499 | 231,188 | 256,580 | (48,919) | -16.0% |
| Materials & Services | 28,917 | 40,610 | 45,489 | 60,745 | 34,951 | (10,538) | -23.2% |
| Cost Allocation Charges | 37,363 | 36,831 | 43,162 | 43,168 | 41,651 | (1,511) | -3.5% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 339,452 | 357,292 | 394,150 | 335,101 | 333,182 | (60,968) | -15.5% |
| Total Exp - Including Special Categories | 339,452 | 357,292 | 394,150 | 335,101 | 333,182 | (60,968) | -15.5% |
| General Fund Support (if applicable) | 129,331 | 171,734 | 152,386 | 152,386 | 131,131 | (21,255) | -13.9% |
| Full Time Equiv Pos (FTE) Budgeted | 1.49 | 1.28 | 2.28 | 2.28 | 1.86 | (0.42) | -18.4% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | - | - | 1.59 | - | - | - |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | 0.69 | - | - | - |

Significant Issues and Changes

- 1 - FY20 Resolution Services is transitioning to Performance Clackamas budgeting.
- 2 - Several unanticipated staff changes in our small staff have slowed planning and implementation of a new data system.



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CLACKAMAS
C O U N T Y



Treasurer

Brian Nava, County Treasurer

**2051 Kaen Road
430**

**Oregon City, Oregon 97045
503-742-5990**

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



Office of the County Treasurer

Office Mission

The Mission of the Treasurer's Office is to provide investment, treasury, and audit services to the public of Clackamas County so they can trust that their funds are safeguarded and to the taxing districts and departments of Clackamas County so they can efficiently and effectively provide services to their customers.

County Treasurer

Brian Nava, County Treasurer

FTE 6

Total Adopted \$1,115,170

General Fund Support \$812,670

Treasury

Brian Nava - Elected

FTE 5.0

Total Adopted

\$929,782

Gen Fund \$ 627,282

Internal Audit

Brian Nava - Administrator

FTE 1.0

Total Adopted

\$185,388

Gen Fund \$ 185,388



Office of the County Treasurer

Department Budget Summary by Line of Business and Program

| <i>Line of Business</i> | FY 20/21 | FY 20/21 | FY 20/21 | FY 20/21 |
|-------------------------------|-------------|------------------|----------------------|---|
| <i>Program</i> | FTE | General Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Treasury | | | | |
| Treasury | 5.00 | 929,782 | 929,782 | 627,282 |
| Internal Audit | | | | |
| Internal Audit | 1.00 | 185,388 | 185,388 | 185,388 |
| TOTAL | 6.00 | 1,115,170 | 1,115,170 | 812,670 |
| FY 19-20 Budget | 6.00 | 1,109,763 | 1,109,763 | 803,263 |
| \$ Increase (Decrease) | 0.00 | 5,407 | 5,407 | 9,407 |
| % Increase (Decrease) | 0.00% | 0.49% | 0.49% | 1.17% |

** *General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax. Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants*

NOTE 1: Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.



Office of the County Treasurer

Treasury Line of Business and Program

Purpose Statement

The purpose of the Treasury Line of Business and Program is to provide active investing, accounting, banking, managing, distribution, and safeguarding services to the public of Clackamas County so they can trust that their funds are secure and to the taxing districts and departments of Clackamas County so they can efficiently and effectively provide services to their customers.

Performance Narrative

This line of business and program has the following main roles and provides the following services:

1. Investing
2. Accounting
3. Banking
4. Managing funds
5. Distribution of funds
6. Safeguarding funds
7. Merchant service maintenance and compliance
8. Interest distribution
9. Cash reconciliations
10. Abandoned property

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Actual | FY 20-21 Target |
|-----------|---|--------------------|--------------------|--------------------|--------------------|
| Result | % of identified cash handlers that received cash controls training. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 90% |
| Result | % of accurate deposit summaries are processed within 3 business days; % within 4 business days. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 90% and 95% |
| Result | % of bank reconciliations completed within 30 days of receipt of bank statement, % of bank reconciliations completed within 45 days of receipt of bank statement. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 95% and 100% |
| Result | % of fraudulent checks denied (via positive pay review). | N/A Note 1 | N/A Note 1 | N/A Note 1 | 100% |
| Output | # of deposit summaries posted (monthly). | N/A Note 1 | N/A Note 1 | N/A Note 1 | TBD |
| Output | # of people receiving cash handling training. | N/A Note 1 | N/A Note 1 | N/A Note 1 | TBD |
| Output | # of bank reconciliations completed. | N/A Note 1 | N/A Note 1 | N/A Note 1 | TBD |
| Output | # of reoccurring EFT/ACH set-ups (annual and cumulative tracking). | N/A Note 1 | N/A Note 1 | N/A Note 1 | TBD |
| Milestone | All organizations will have the ability to set up reoccurring EFT/ACH payments. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 2022 |
| Milestone | The Treasurer's Office will implement a macro to upload deposit summaries into the financial management application. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 2021 |
| Milestone | # of reoccurring EFT/ACH set-ups (annual and cumulative tracking). | N/A Note 1 | N/A Note 1 | N/A Note 1 | TBD |
| Milestone | % of non-confidential information currently mailed will be available electronically or posted online. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 100% |

Note 1 Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation Oregon Revised Statutes (ORS) mandates generally all the services outlined above. This includes but is not limited to ORS 208, 294, 295 and 451. Grant funding is not necessarily used to fund these services, but it would likely be in jeopardy if cash management procedures were not complied with as outlined by the federal government and ORS. Note, the Federal Office of Management and Budget (OMB) Circular A-133 is one of the federal OMB Circulars that outlines and references to cash management requirements.



Office of the County Treasurer

Treasury Services

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Beginning Balance | | | | | | | |
| Investment Fee | 435,979 | 498,161 | 300,000 | 325,000 | 300,000 | - | 0% |
| VISA Equipment Fees | 5,040 | 5,085 | 6,500 | 2,610 | 2,500 | (4,000) | -62% |
| Other Revenues | 479 | - | - | - | - | - | 0% |
| Operating Revenue | 441,498 | 503,246 | 306,500 | 327,610 | 302,500 | (4,000) | -1% |
| Total Rev - Including Beginning Bal | 441,498 | 503,246 | 306,500 | 327,610 | 302,500 | (4,000) | -1% |
| | | | | | | | |
| Personnel Services | 766,263 | 730,875 | 906,784 | 873,191 | 688,600 | (218,184) | -24% |
| Materials & Services | 97,795 | 110,478 | 118,141 | 118,346 | 149,422 | 31,281 | 26% |
| Cost Allocation Charges | 82,753 | 77,449 | 84,838 | 84,838 | 91,760 | 6,922 | 8% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Operating Expenditure | 946,811 | 918,802 | 1,109,763 | 1,076,375 | 929,782 | (179,981) | -16% |
| Total Exp - Including Special Categories | 946,811 | 918,802 | 1,109,763 | 1,076,375 | 929,782 | (179,981) | -16% |
| | | | | | | | |
| General Fund Support (if applicable) | 505,313 | 415,556 | 803,263 | 748,765 | 627,282 | (183,981) | -22% |
| Full Time Equiv Pos (FTE) Budgeted | 6.00 | 6.00 | 6.00 | 6.00 | 5.00 | (1.00) | -16.7% |
| Full Time Equiv Pos (FTE) Filled at Yr End | 6.00 | 6.00 | - | 6.00 | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes

Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office. Previously all functions, services, supplies, allocated costs, etc. were under one budget line item. We are now splitting these items into multiple line items. Additionally, the Treasurer's Office now contracts out for the county's lockbox services. This is a large part of the increase attributed to the materials and services line item, along with the standard consumer price index increases the county as a whole experiences.



Office of the County Treasurer

Internal Audit Line of Business and Program

Purpose Statement

The purpose of the Internal Audit Line of Business and Program is to provide assurance and consulting services to the public, employees, and departments of Clackamas County so they can feel confident that the public's interest are protected and can engage with a more accountable, higher performing, and more transparent local government.

Performance Narrative

This line of business and program provides the following services:

1. Consultations
2. Assurance Services: Includes, but is not limited to, performance audits, compliance audits, financial audits, information technology audits.
3. Fraud reviews and audits
4. Follow-up audits

Key Performance Measures

| | | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Actual | FY 20-21 Target |
|------------------|--|--------------------|--------------------|--------------------|--------------------|
| Result | Develop a business case for a new staff internal auditor. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 2020 |
| Result | Develop Internal Audit policies and procedures. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 2021 |
| Result | % of audit plan completed. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 100% |
| Result | % of accepted audit recommendations that are implemented within 2 years. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 50% |
| Output | # of audit reports issued. | N/A Note 1 | N/A Note 1 | N/A Note 1 | TBD |
| Other Milestones | Develop survey of consultation and assurance service recipients. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 2021 |
| Other Milestones | Contract for peer review of Internal Audit. | N/A Note 1 | N/A Note 1 | N/A Note 1 | 2023 |

Note 1 *Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.*

Program includes:

Mandated Services N

Shared Services Y

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation The Office of the County Treasurer's, Internal Audit Line of Business and Program, works with all county departments, service districts, component units and more.



Office of the County Treasurer

Internal Audit Services

Budget Summary

| | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Amended Budget | FY 19-20 Projected Year End | FY 20-21 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Beginning Balance | - | - | - | - | - | - | 0% |
| Prior Year Revenue | - | - | - | - | - | - | 0% |
| Charges for Service | - | - | - | - | - | - | 0% |
| Operating Revenue | - | - | - | - | - | - | 0.0% |
| Total Rev - Including Beginning Bal | - | - | - | - | - | - | 0.0% |
| Personnel Services | - | - | - | - | 179,388 | 179,388 | 0% |
| Materials & Services | - | - | - | - | 6,000 | 6,000 | 0% |
| Operating Expenditure | - | - | - | - | 185,388 | 185,388 | 0% |
| Total Exp - Including Special Categories | - | - | - | - | 185,388 | 185,388 | 0% |
| General Fund Support (if applicable) | - | - | - | - | 185,388 | 185,388 | 0% |
| Full Time Equiv Pos (FTE) Budgeted | - | - | - | - | 1.00 | 1.00 | 0% |
| Full Time Equiv Pos (FTE) Filled at Yr End | - | - | - | - | - | - | 0% |
| Full Time Equiv Pos (FTE) Vacant at Yr End | - | - | - | - | - | - | 0% |

Significant Issues and Changes

Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office. Previously all functions, services, supplies, allocated costs, etc. were under one budget line item. We are now splitting these items into multiple line items.



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CLACKAMAS
C O U N T Y



Sheriff

Craig Roberts, Sheriff

**9101 SE Sunnybrook Blvd
Clackamas, Oregon 97015
503-785-5000**

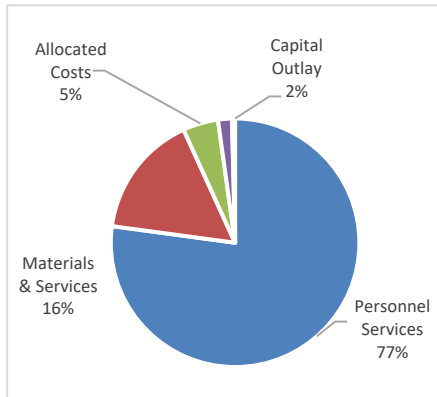
Website Address: <http://www.clackamas.us/sheriff/>



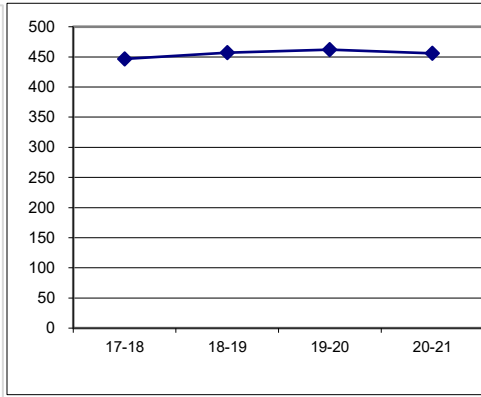
Summary of Requirements by Department

Sheriff's Department

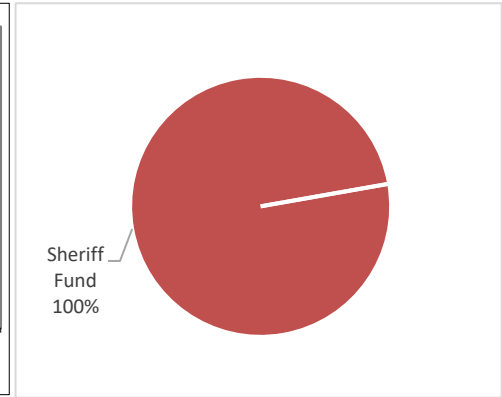
| | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Budget |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Requirements by Budgetary Category | | | | | |
| Personnel Services | 67,833,448 | 72,955,195 | 75,899,197 | 76,657,190 | 78,421,713 |
| Materials & Services | 15,262,978 | 14,381,686 | 16,938,063 | 15,388,067 | 16,323,915 |
| Allocated Costs | 3,788,280 | 3,869,833 | 4,670,629 | 4,670,629 | 4,674,002 |
| Capital Outlay | 159,936 | 458,107 | 1,893,620 | 1,696,503 | 1,836,870 |
| Subtotal Current Expenditures | 87,044,642 | 91,664,821 | 99,401,509 | 98,412,389 | 101,256,500 |
| Special Payments | 113,835 | 12,061 | 45,000 | 45,000 | 45,000 |
| Interfund Transfers | 1,812,968 | 1,763,181 | 430,390 | 423,340 | 360,922 |
| Contingency | - | - | - | - | - |
| Ending Fund Balance(s) | 2,586,814 | 1,495,370 | - | 1,444,357 | - |
| Total Requirements by Category | 91,558,259 | 94,935,433 | 99,876,899 | 100,325,086 | 101,662,422 |
| Requirements by Fund | | | | | |
| Public Safety Local Option Levy Fund | 516,672 | | | | |
| Sheriff's Fund | 91,041,587 | 94,935,433 | 99,876,899 | 100,325,086 | 101,662,422 |
| Total Requirements by Fund | 91,558,259 | 94,935,433 | 99,876,899 | 100,325,086 | 101,662,422 |
| Budgeted Full-Time Equivalents | 446.60 | 456.75 | 462.00 | 462.00 | 456.00 |



2020-21 Requirements by Category



Full-Time Equivalents



2020-21 Requirements by Fund



Department Mission/Purpose

All members of the Clackamas County Sheriff's Office (CCSO) improve livability by upholding the law, preventing crime, and promoting safety while serving as innovative leaders in partnership with our community.

The mission of the Clackamas County Sheriff's Office is: To preserve life, uphold the law, prevent crime, hold offenders accountable, and promote safety while finding innovative solutions and building partnerships with the community. CCSO fulfills its mission through teamwork and partnerships, as reflected in our motto: "Working Together to Make a Difference."

General Overview

Among the law enforcement programs in the Sheriff's Office are Administration, Operational Support, Training & Wellness, Investigations, Civil, Patrol and the Jail. Administration provides leadership and oversight to all divisions in order to ensure that the residents of Clackamas County receive efficient and effective law enforcement services. Operational Support has responsibility for hiring all positions in the Sheriff's Office, as well as, training all staff not working in the Jail. The Investigations Division is responsible for responding to and investigating major criminal incidents, as well as processing any evidence relating to those crimes. The Civil Division is responsible for courthouse security and civil process. The Patrol Division is the first line of defense on crimes against the citizens of Clackamas County. In addition to uniformed patrol officers, it includes units that specialize in marine, dive, canine, search and rescue and school resource needs. The Patrol Division provides services that contribute to the preservation of life, protection of property, preservation of community health and safety and general public assistance. The Jail Division provides secure custody and program services for all adult offenders who have been lodged in jail. It strives to keep all citizens of the community safe and positively impact those who are held or who must serve sentences in the County facility.

In November 2016, the voters of Clackamas County, once again, renewed the five-year Public Safety Local Option Levy. The Levy was last renewed by voters in November 2011. Levy revenue funds the 30 sworn staff required to keep 84 jail beds open. These jail beds originally closed in 2002 for lack of funding. The Levy also provides for 18 patrol positions and funds 11 staff members who provide additional enforcement to combat drug-related crimes.

In keeping with the Board of Commissioners' goal of enhancing the effectiveness of all public safety related services, the Sheriff's Office has developed the goals and performance measurements, and the Managing for Results Strategic Plan has implemented in January 2020.



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CLACKAMAS
C O U N T Y



District Attorney

John Foote, District Attorney

**807 Main Street
Oregon City, Oregon 97045
503-655-8431**

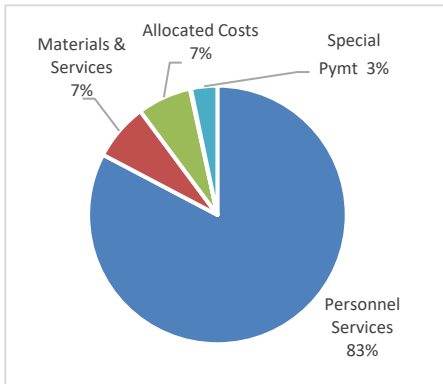
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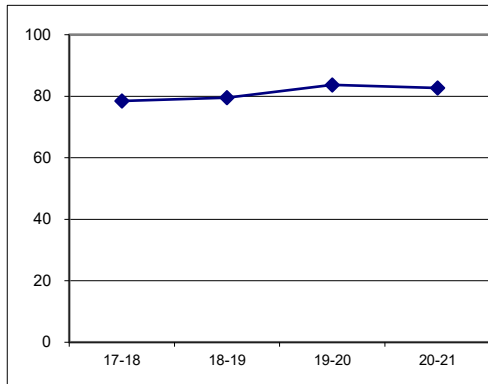
Summary of Requirements by Department

District Attorney's Department

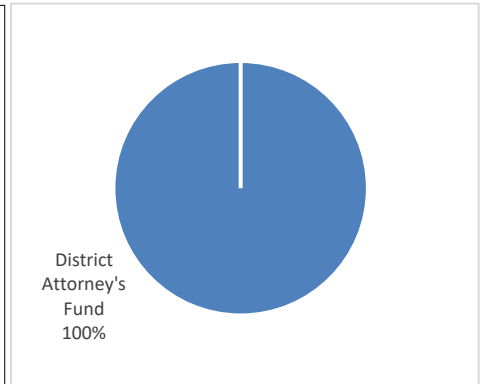
| | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Budget |
|---|-------------------|-------------------|-------------------|-----------------------|-------------------|
| Requirements by Budgetary Category | | | | | |
| Personnel Services | 9,923,008 | 10,823,430 | 12,161,962 | 11,652,415 | 12,556,871 |
| Materials & Services | 1,337,469 | 1,269,207 | 1,239,852 | 1,187,281 | 1,080,780 |
| Allocated Costs | 867,146 | 860,990 | 1,065,141 | 1,065,141 | 1,025,794 |
| Subtotal Current Expenditures | 12,127,623 | 12,953,627 | 14,466,955 | 13,904,837 | 14,663,445 |
| Special Payments | 440,000 | 440,000 | 500,000 | 500,000 | 500,000 |
| Interfund Transfer | - | - | - | - | 19,000 |
| Ending Fund Balance(s) | 718,956 | 64,072 | - | 403,269 | - |
| Total Requirements by Category | 13,286,579 | 13,457,699 | 14,966,955 | 14,808,106 | 15,182,445 |
| Requirements by Fund | | | | | |
| District Attorney's Fund | 13,286,579 | 13,457,699 | 14,966,955 | 14,808,106 | 15,182,445 |
| Total Requirements by Fund | 13,286,579 | 13,457,699 | 14,966,955 | 14,808,106 | 15,182,445 |
| Budgeted Full-Time Equivalents | 78.45 | 79.50 | 83.70 | 83.70 | 82.70 |



2020-21 Requirements by Category



Full-Time Equivalents



2020-21 Requirements by Fund



Department Mission/Purpose

The services provided by the District Attorney's Office ("the DA's office") are a cornerstone of an effective public safety system. It is our responsibility and duty to fairly and impartially apply the law in pursuing justice and safety for crime victims and our community.

The DA's office operates under these guiding principles:

- To enforce the rule of law by providing fair, equitable and unbiased prosecution services.
- To be responsive to the needs of our community by proactively working to address emerging crime issues through outreach and education.
- To provide effective services to victims of crime by educating them on their constitutional and statutory rights, providing compassionate guidance and support through legal processes, and the timely communication of case outcomes.
- To be responsive to law enforcement partners by being flexible in addressing emerging trends in criminal activity and providing expert legal advice and guidance.
- To find ways at both the adult and juvenile levels to provide education and access to community services and/or programs that are aimed to reduce reentry into the criminal justice system.
- To provide the highest quality, most cost effective child support services.
- Honor diversity in all its forms.

General Overview of Programs

The DA's office is bound by the State of Oregon Constitution and laws governed at local, state and federal levels to represent the government in its pursuit of justice and safety. It is responsible for carrying out key functions including - prosecuting felony and misdemeanor crimes, conducting grand jury proceedings, as well as establishing court ordered child support, modification, and collecting monies that support our families in Clackamas County.

The elected District Attorney leads 31 deputies and six to seven law clerks who work in trial teams. The trial teams are broken out by crime and/or crime type:

Management Team

The management team is comprised of the elected DA, two chief deputy DA's, the office administrator and the director of victims' services. The team sets policy for the office and provides leadership and supervision to the people under their direct responsibilities. In addition to the daily work of the Deputy District Attorneys in their cases, for which the two Chief Deputies are ultimately responsible to manage and lead, the office administrator leads and directs a wide variety of office functions, including information technology, human resources, finance, and records retention and discovery control and compliance, as well as the analysis of crime data. Each crime victim has constitutional rights which are victim advocates ensure are provided and help each victim to understand the legal process and answer any and all questions that might have. The team works together closely to ensure that the work in these various functions is coordinated and integrated to the greatest possible effect.

It is the responsibility of this office to review each case for both factual and legal sufficiency. We are charged with proving the cases in court to the highest legal standard of "beyond a reasonable doubt." In many of the cases that standard is simply not met in the investigation and the case is sent back to the agency for further investigation. In some cases, there are legal barriers to the admission of some evidence (search warrants and statements of

defendants) that might make it impossible to prove. And in each case, if it is declined for prosecution, a “decline memo” is written by the DDA to the agency that submitted the case explaining the reasons for the decline. Those decline memos are a public record upon request.

The office handles thousands of child support cases each year and collects millions of dollars in back ordered child support for needy families and children. Unfortunately, our partner in this work, the Oregon Department of Justice, which provides much of the statistical data for our work is, at the present time, unable to provide up-to-date data on our cases. We hope to work with them to resolve that problem as quickly as possible. It is frankly part of a larger challenge in working with DOJ. They have purchased an enormous new case management system which, as most large technology purchases can be, has proved to be very cumbersome and difficult to work with. It is an ongoing challenge for our office as well as the other DA offices around the state. We are pressing DOJ hard to fix all these problems and will continue to do so for the sake of the people we serve.

Over the years, the DA’s Office has been called by our partners in the court system to participate in an ever increasing number of alternative court programs which must be handled within the current staffing of our office. Some of these court programs are designed to reduce the legal consequences for the criminal behavior with the expectation that will reduce recidivism and crime.¹ Others are not necessarily designed to reduce crime or recidivism but are intended to address certain populations in our system that need special attention.² We participate to be a good partner and with the hope that these programs would prove to be effective in reducing crime and recidivism. Unfortunately, the results from these programs in terms of crime and recidivism are mixed at best. Today, Clackamas County has some of the highest recidivism rates as (measured by new arrests, which are the closest measurement to actual reported crime by citizens) in the history of our county and in the state. We hope to work with our partners to take a closer look at that issue and work with them on solutions.

Each DDA carries a substantial caseload of pending cases, depending on the severity and complexity of the particularly caseload. These additional alternative programs are added to our workload with really no additional resources (except the additional DDA to work at the FJC). There is a limit to how much additional work can be added to our everyday and vitally important criminal prosecution, victim’s assistance and child responsibilities.

¹ DUII Court, Domestic Violence Deferred Sentencing Program, Drug Court

² Sexual Assault Response Team, Family Justice Center, High Risk Response Team, Strangulation Response Initiative, DV Fatality Review Team, Family Violence Coordinating Counsel, Mental Health Court, Community Court, Human trafficking MDT, Law Enforcement Assisted Diversion (LEAD), Early Resolution Docket (ERD) Neighborhood Livability Project, Community Prosecution, Vehicular Homicide and Assault Team, Interagency Drug Task Force, Child Abuse MDT, Children’s Center MDT/Case Review and the Major Crimes Team.



Justice Court

Karen Brisbin, Justice of the Peace

**11750 SE 82nd Ave #D
Happy Valley, Oregon 97086
503-794-3800**

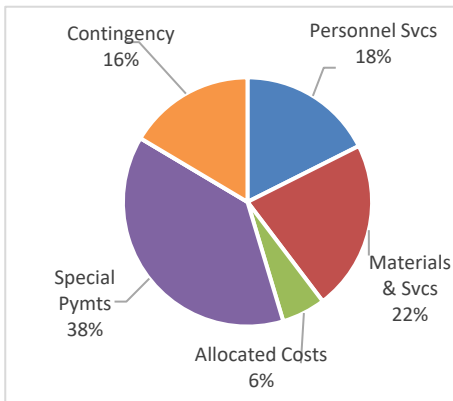
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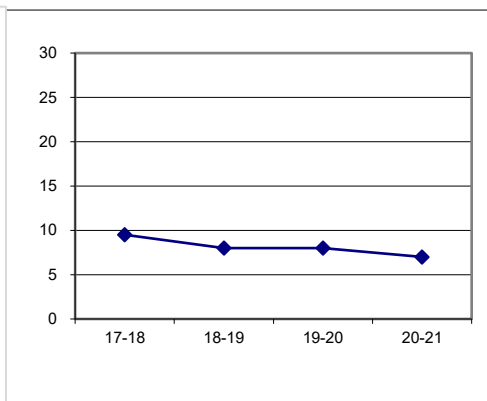
Summary of Requirements by Department

Justice Court Department

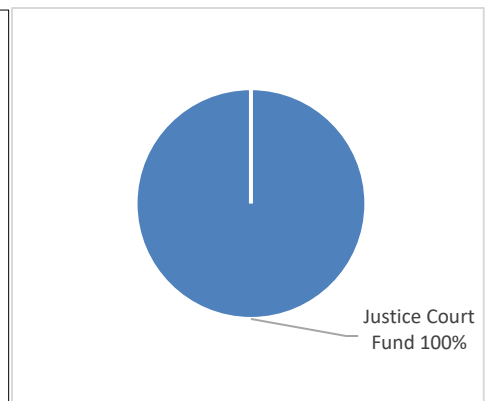
| | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Budget |
|---|-------------------|-------------------|-------------------|-----------------------|-------------------|
| Requirements by Budgetary Category | | | | | |
| Personnel Services | 656,953 | 617,637 | 909,068 | 801,272 | 829,070 |
| Materials & Services | 493,876 | 462,972 | 807,547 | 991,197 | 1,041,767 |
| Allocated Costs | 273,074 | 252,485 | 274,314 | 274,314 | 267,645 |
| Capital Outlay | 11,995 | - | 48,995 | 48,995 | - |
| Subtotal Current Expenditures | 1,435,898 | 1,333,094 | 2,039,924 | 2,115,778 | 2,138,482 |
| Special Payments | 1,227,826 | 1,325,534 | 1,800,000 | 1,490,175 | 1,800,000 |
| Interfund Transfer | 1,147,266 | 1,375,508 | 1,658,991 | 1,658,991 | - |
| Reserves | - | - | - | - | - |
| Contingency | - | - | 725,645 | - | 775,774 |
| Ending Fund Balance(s) | 1,966,662 | 2,389,710 | | 678,306 | - |
| Total Requirements by Category | 5,777,652 | 6,423,846 | 6,224,560 | 5,943,250 | 4,714,256 |
| Requirements by Fund | | | | | |
| Justice Court Fund | 5,777,652 | 6,423,846 | 6,224,560 | 5,943,250 | 4,714,256 |
| Total Requirements by Fund | 5,777,652 | 6,423,846 | 6,224,560 | 5,943,250 | 4,714,256 |
| Budgeted Full-Time Equivalents | 9.50 | 8.00 | 8.00 | 8.00 | 7.00 |



2020-21 Requirements by Category



Full-Time Equivalents



2020-21 Requirements by Fund



Department Mission/Purpose

The mission of the Justice Court is to promote justice in a fair and impartial forum; establishing public trust and confidence by providing citizens convenient access to justice and utilizing public resources efficiently and in a manner that demonstrates fiscal responsibility, accountability and sustainability.

General Overview of Programs

Justice Court operates two departments, criminal and civil, with one elected Justice Court Judge, one administrative services supervisor and four legal secretaries working 4.75 time.

Justice Court's criminal division adjudicates violations including traffic, marine, fish and wildlife, tobacco, drug and alcohol, federal weigh master, state park and Tri Met light rail. There are 43 law enforcement agencies citing violations to the court. Citizens have many options in resolving cases such as pleading not guilty or no contest at the court window with a clerk in the violations bureau, paying the fine in full or setting up a payment plan, seeing a judge in person at scheduled arraignments, or entering a no contest plea and paying the fine online. If a citizen enters a plea of not guilty by mail or in person, a trial is heard by the judge. At trial the citizen may appear before the judge or submit written testimony by declaration in lieu of personal appearance at trial.

Justice Court's civil division hears Forcible Entry and Unlawful Detainer (FED) Evictions, Small Claims, and civil cases up to \$10,000. The Court provides civil court services to local citizens at a reasonable cost providing access to justice. The Court pays county Resolution Services for the parties' cost of mandatory mediation in small claims' cases to assist citizens in resolving their civil disputes in an informal meeting prior to the trial date. For all civil cases, there is an opportunity for a citizen to resolve their individual case by agreement of the parties prior to a contested hearing or trial heard by the judge.

Significant Issues & Changes

Justice Court continues to make advances in its strategic plan of operating a paperless department by implementing new software and continuing to develop technology for court management to streamline case processing and enable the court to produce accurate reports to track data. A byproduct of the development of technology is a reduction in the overall number of staff needed to process cases.

Justice Court violation case filings remain steady with a projected number of 21,663 cases in FY18-19 compared to 20,749 cases filed in FY17-18. Most traffic violations are filed electronically by police agencies. As citations are filed, the court management system automatically creates a new electronic court file. If the citation results in a conviction, the conviction data is electronically transmitted to DMV. If payment of the fine is enforced through collections, the judgment is electronically transmitted to the collection agency and the satisfaction of judgment is electronically posted to the court case. Through advanced technology processes, staff time is significantly reduced, less paper is purchased, postage costs are lower, case processing is faster and more accurate. In FY 19-20 the Court plans to work with DMV to develop technology processes for transferring documents electronically between courts and DMV made possible by new DMV software.

Justice Court's civil department receives eviction, civil and small claims' filings for local disputes in the County. The Court is in the beginning phase of implementing electronic filing and processing of eviction cases. This project reduces staff time for all parties and eliminates the need for the plaintiff to drive to the Court office to file a case. In FY 19-20 the Court will explore expanding electronic filing to include small claims' cases.



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CLACKAMAS
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Miscellaneous and Pass-Through Items



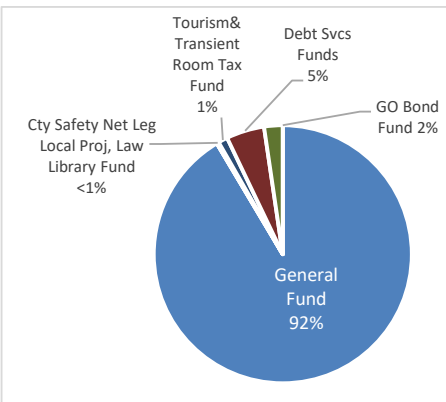
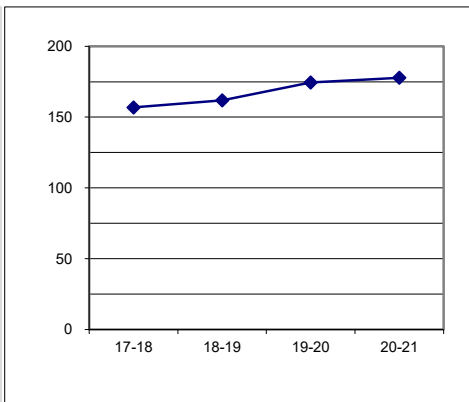
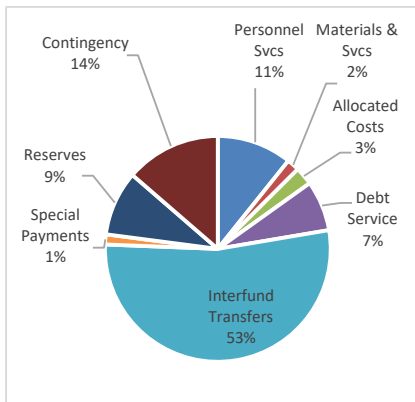
Summary of Requirements by Department

Miscellaneous & Pass-Through Items

| | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Budget |
|---|--------------------|--------------------|--------------------|-----------------------|--------------------|
| Requirements by Budgetary Category | | | | | |
| Personnel Services | 18,925,438 | 20,685,874 | 24,251,835 | 22,010,299 | 23,591,495 |
| Materials & Services | 36,420,989 | 9,500,662 | 7,450,409 | 5,576,943 | 3,929,946 |
| Allocated Costs | 5,563,485 | 6,290,935 | 6,327,523 | 6,327,523 | 5,689,667 |
| Capital Outlay | 7,438 | 282,505 | - | - | - |
| Subtotal Current Expenditures | 60,917,350 | 36,759,976 | 38,029,767 | 33,914,765 | 33,211,108 |
| Special Payments | 16,156,556 | 20,003,775 | 24,487,912 | 22,018,000 | 3,159,713 |
| Debt Service | 14,827,178 | 13,640,760 | 13,858,689 | 13,858,689 | 15,837,913 |
| Interfund Transfers | 114,168,339 | 117,782,053 | 127,363,197 | 125,204,072 | 116,998,276 |
| Reserves | - | - | 16,857,986 | - | 20,400,112 |
| Contingency | - | - | 26,074,100 | - | 29,959,837 |
| Ending Fund Balance(s) | 87,857,264 | 70,369,169 | | 49,371,986 | |
| Total Requirements by Category | 293,926,687 | 258,555,733 | 246,671,651 | 244,367,512 | 219,566,959 |

| | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Budget |
|---|--------------------|--------------------|--------------------|-----------------------|--------------------|
| Requirements by Fund | | | | | |
| General Fund - WES Payroll | 11,679,408 | 12,896,662 | 14,946,778 | 13,812,944 | 15,760,269 |
| General Fund - NCPRD Payroll | 4,896,734 | 5,263,350 | 6,378,696 | 5,638,780 | 6,548,990 |
| General Fund - Dev Agcy Payroll | 574,077 | 452,440 | 569,800 | 446,302 | 586,936 |
| General Fund - Non Departmental | 211,972,922 | 207,181,349 | 195,496,645 | 199,645,047 | 177,916,651 |
| County School Fund | 305,553 | 730,475 | 445,000 | 203,145 | - |
| Law Library Fund | 712,930 | 651,514 | 710,847 | 685,218 | 562,016 |
| Employer Contribution Res Fund | 2,712,044 | 2,754,241 | 2,757,044 | 2,754,241 | - |
| Cty Safety Net Leg Local Proj Fund | 35,677 | 144,849 | 359,431 | 304,677 | 13,174 |
| Tourism & Transient Room Tax Fund | 10,643,308 | 10,912,891 | 11,365,169 | 7,176,767 | 2,585,313 |
| Debt Service Fund | 41,341,865 | 8,868,139 | 8,707,061 | 8,707,061 | 10,476,535 |
| General Obligation Bond Debt Svcs Func | 4,592,987 | 4,919,827 | 4,907,325 | 4,965,313 | 5,117,075 |
| Local Improvement District Cons Fund | 542,925 | 27,855 | 27,855 | 28,017 | - |
| Damascus Successor Private Purpose Trust Fund | 3,916,256 | 3,752,141 | - | - | - |
| Total Requirements by Fund | 293,926,687 | 258,555,733 | 246,671,651 | 244,367,512 | 219,566,959 |

| Budgeted Full-Time Equivalents | 156.89 | 161.98 | 174.58 | 174.58 | 177.78 |
|---------------------------------------|--------|--------|--------|--------|--------|
|---------------------------------------|--------|--------|--------|--------|--------|



2020-21 Requirements by Category

Full-Time Equivalents

2020-21 Requirements by Fund



Department Mission/Purpose

This section includes units that are not part of other departments.

General Overview of Programs

Water Environment Services (Utilities), North Clackamas Parks and Recreation District and Development Agency Payrolls account for personal services costs of county employees contracted to work for independent county agencies. All costs are reimbursed to the County General Fund by the agencies receiving services.

The County School Fund is a pass-through repository for contributions to school districts in the county. This fund receives a portion of the Mt. Hood Forest Reserves and Forest Products Severance Tax receipts.

Operating revenue for the *Law Library Fund* comes from a portion of the filing fee in civil court cases plus a small amount from interest and fees for copies.

The *Employer Contribution Reserve Fund* was established to hold moneys set aside to offset increases in required employer contributions for employee benefit programs, this fund is schedule to be closed the end fiscal year 2019-20.

The *County Safety Net Legislation Local Projects Fund* accounts for eligible local projects and activities per the Secure Rural Schools and Community Self-Determination Act.

The Transient Room Tax Fund accounts for the proceeds of Clackamas County's hotel and motel tax. These moneys are used to support tourism development and the County Fair. Beginning July 1, 2020 the Tourism Fund merge with this fund.

Debt Service funds account for principal and interest payments on general obligation and long-term debts and the accumulation of resources from which to make those payments.

The *Damascus Successor Private Purpose Trust Fund* was created to account for transactions relating to the County's responsibility to close city operations and return remaining funds to residents after voters elected to disincorporate the City of Damascus and return to County governance, books closed at the end of fiscal year 2018-19.



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CLACKAMAS
C O U N T Y

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

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

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

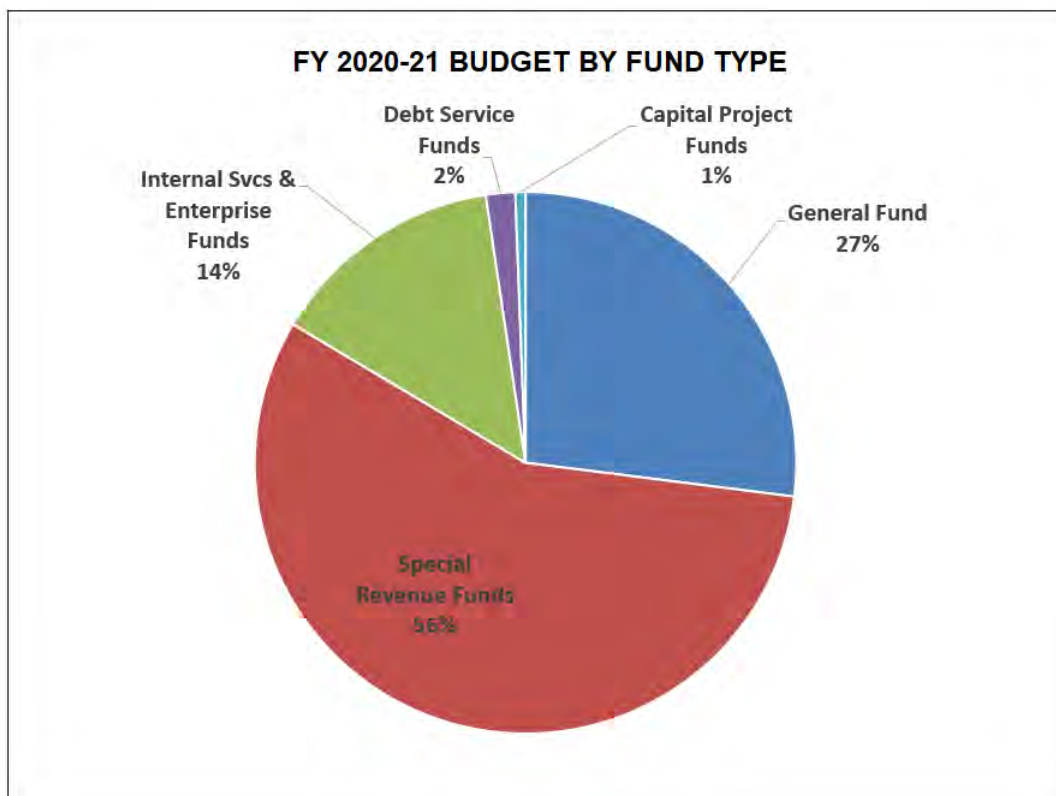
Special Revenue Funds – This type of fund accounts for specific revenue sources that are restricted to expenditures for designated purposes.

Internal Service and Enterprise Funds – An Internal Service Fund is used to account for services furnished by one County department to other departments within the County. An Enterprise fund is used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product.

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

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

Trust and Agency Fund – This type of fund is used to account for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, other government units, and/or other funds.

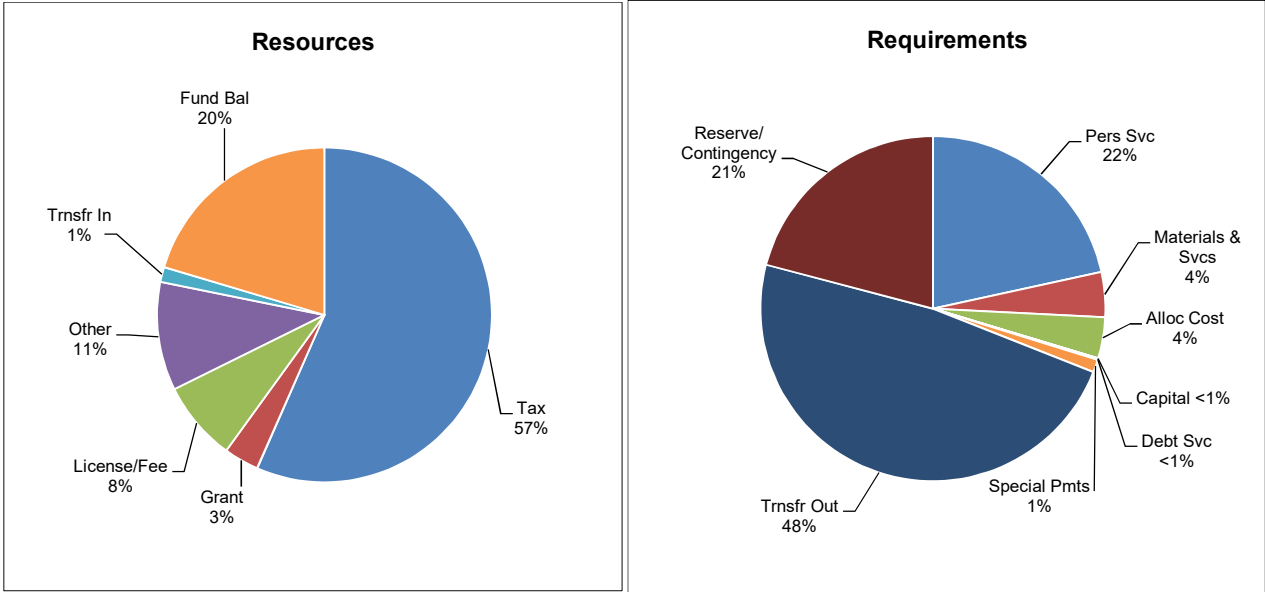




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CLACKAMAS
C O U N T Y

General Fund



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



General Government

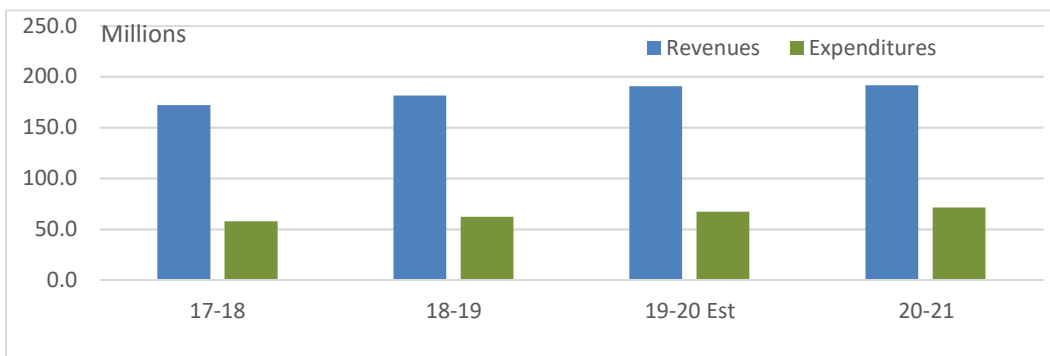
General Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2018-19 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|--------------------|--------------------|--------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 90,467,975 | 79,175,296 | 66,432,492 | 66,422,896 | 49,078,525 |
| Current Revenues | | | | | |
| Taxes | 121,632,813 | 130,855,979 | 134,018,289 | 133,442,674 | 136,279,011 |
| Federal Revenue | 2,469,206 | 2,409,471 | 640,000 | 1,660,433 | 711,820 |
| State Revenue | 7,661,269 | 6,424,753 | 6,294,179 | 6,234,181 | 7,122,600 |
| Local Revenue | 388,620 | 386,097 | 311,879 | 305,661 | 299,568 |
| Licenses | 2,108,554 | 2,072,996 | 1,963,468 | 1,884,527 | 1,963,827 |
| Fees & Fines | 16,155,786 | 15,111,756 | 16,739,502 | 16,495,333 | 16,642,748 |
| Other Revenue | | | | | |
| Salary Reimbursement | 17,789,972 | 19,115,389 | 22,760,485 | 20,763,237 | 23,786,956 |
| Miscellaneous | 2,758,594 | 3,575,711 | 1,564,717 | 1,968,921 | 1,426,500 |
| Interfund Transfers | 1,147,266 | 1,532,490 | 8,014,199 | 8,086,558 | 3,521,227 |
| Subtotal Current Revenues | 172,112,080 | 181,484,642 | 192,306,718 | 190,841,525 | 191,754,257 |
| Total Resources | 262,580,055 | 260,659,938 | 258,739,210 | 257,264,421 | 240,832,782 |

Requirements by Category

| | | | | | |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Current Expenditures | | | | | |
| Personnel Services | 41,141,810 | 43,619,717 | 50,184,376 | 46,909,098 | 51,972,472 |
| Materials & Services | 7,431,893 | 8,491,863 | 12,253,946 | 10,464,551 | 10,153,142 |
| Allocated Costs | 9,030,112 | 9,630,517 | 9,907,106 | 9,907,105 | 9,239,120 |
| Capital Outlay | 154,910 | 543,400 | 175,947 | 171,039 | 130,947 |
| Subtotal Current Expenditures | 57,758,725 | 62,285,497 | 72,521,375 | 67,451,793 | 71,495,681 |
| Special Payments | 16,132,989 | 18,891,068 | 23,397,295 | 21,237,167 | 2,905,258 |
| Debt Service | 244,303 | 244,303 | 244,303 | 244,303 | 244,303 |
| Interfund Transfers | 109,268,741 | 112,816,173 | 119,252,662 | 119,252,633 | 115,844,231 |
| Reserves | - | - | 17,044,848 | - | 20,543,472 |
| Contingency | - | - | 26,278,727 | - | 29,799,837 |
| Ending Fund Balance | 79,175,297 | 66,422,897 | | 49,078,525 | |
| Total Requirements | 262,580,055 | 260,659,938 | 258,739,210 | 257,264,421 | 240,832,782 |

| | | | | | |
|---------------------------------------|--------|--------|--------|--------|--------|
| Budgeted Full-Time Equivalents | 330.78 | 333.24 | 360.84 | 360.84 | 362.42 |
|---------------------------------------|--------|--------|--------|--------|--------|



Current Operating Revenues vs. Expenditures



Description of Fund

The General Fund is the main operating fund of Clackamas County. It accounts for the activities of elected officials not reported in separate funds including the County Commissioners, Assessor, Clerk, and Treasurer, and for other activities not fitting in any other fund.

Revenue Summary

Beginning Fund Balance is budgeted at \$49 million for FY 2020-21. This is \$6.1 million lower than prior year due to the continuation of emergency radio equipment purchase from the proceeds of a general obligation bond.

Revenues not designated for special purposes are recorded in the General Fund. These include property tax receipts although most of this revenue is subsequently transferred to other funds. For FY 2020-21, property tax revenue (current and delinquent) is budgeted at \$136 million, an increase of \$2.3 million over the previous year's budget. After several years of increased growth, an expected slowdown is now being budgeted for.

Federal Revenue has been unpredictable over the past few years due to almost annual changes in timber legislation. Since the Secure Rural Schools and Community Self-Determination Act, which had existed with multiple changes and extensions since 2000 was not further extended, the disbursement formula reverted to the previous legislation. Given this unpredictability, the County is not assuming it will receive funds in FY 2020-21.

Included in State Revenues are \$1.4 million to support the operation of the County Assessor and \$2.9 million in cigarette and liquor For FY 2020-21, state funding increased approximately \$0.7 million due to the continued increase in sales of legalized marijuana sales.

Licenses are budgeted at \$2 million for FY2020-21, almost all attributable to cable franchise fees. This was a stable revenue source for the County for many years but has started to show a decline as cable customers discontinue service in favor of other options.

Charges from General Fund supported departments to other departments for services rendered to appear as Fee Revenue. These include administration, legal, accounting, personnel, and purchasing services among others. As a group, these amount to about \$16.6 million in FY 2020-21 and provide operating income for the corresponding services. Another significant revenue in this category is recording fees which are estimated to total \$2.4 million in the Clerk's Office.

The most variable category of General Fund revenue in the last two years has been Other Revenue. In 2016-17 it increased \$59 million due to the issuance of debt to finance the update of emergency radio communications in Clackamas County as discussed above. As expected, there is a corresponding reduction in proceeding years. Salary reimbursements from other County agencies for payroll costs provide \$23.8 million also classified as Other Revenue. The County processes the payrolls for these separate entities and they reimburse costs dollar for dollar. Additional salary reimbursements within the General County, interest earned and special district elections reimbursements are other revenues reported in this category.

The Interfund Transfer revenue category includes several one-time transfers including \$1.0 million from Juvenile fund, \$1.0 million from Facilities fund, \$0.5 million from Technology Services fund, and \$1.0 million from Self Insurance fund.

Expenditure Summary

Personnel Services expenditures account for \$52.0 million in the FY 2020-21 budget, an increase of \$1.7 million. Includes here in this category is \$23.8 million of reimbursed payroll costs from other agencies: Water Environment

Services, North Clackamas Parks and Recreation District, and the Development Agency. Other costs include staffing for elected officials and the other general service divisions.

The Materials and Services category encompasses a wide variety of items totaling \$10.2 million. Items classified as materials and services include office rental, postage, printing, supplies, election costs, professional services, and communications costs.

Costs are allocated to General Fund divisions for services provided to them by other divisions. These include data processing, facilities maintenance and records management and amount to \$9.2 million for FY 2020-21.

The Capital Outlay budget is \$131K. This is an allowance for items such as computer hardware and software upgrades and building improvements as may be needed and varies from year to year.

Special Payment is a category that includes contributions made by Clackamas County to other governments and agencies to support programs that benefit county residents. In 2016-17, \$59 million in bond proceeds was budgeted here but the equipment was not purchased nearly as quickly as anticipated and actual expenditure for that year was less than \$3 million. The larger expenditures in the ensuing years reflect communication equipment as it is being acquired by cities and fire districts. Other more routine expenditures that are accounted for in this category provide for watermasters in districts serving Clackamas County, fire patrols, predation control, and a variety of small annual grants to local service providers.

Interfund Transfers totaling \$116 million flow from the General Fund to many other funds to support their operations. Among the larger recipients are the Sheriff (\$65 million), District Attorney (\$11.5 million), and Juvenile Department (\$9.3 million).

Contingency and Reserves amount to \$50.3 million for FY 2020-21, an increase of \$13.1 million. This is money set aside for unforeseen expenses in the current year (Contingency) and money set aside for the future (Reserves). As the need arises, the County Commissioners can transfer from contingency to particular General Fund divisions or other funds to help them meet unexpected costs.

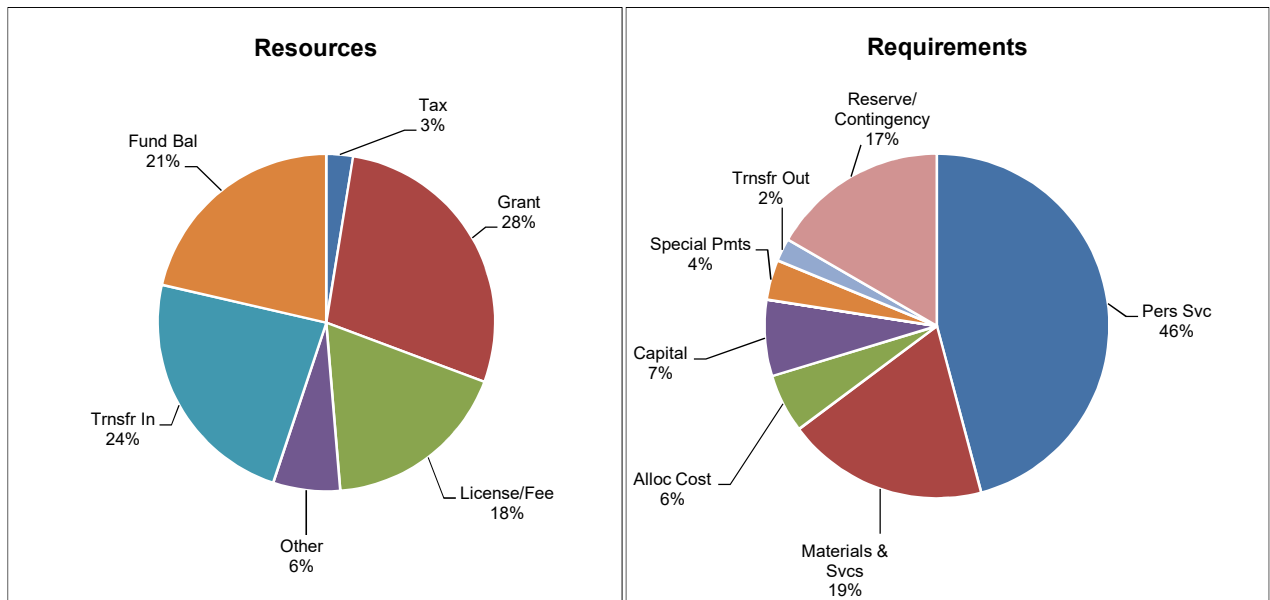
Significant Issues & Changes

Property tax revenue, by far the largest source of non-restricted revenue in the County is accounted for in the General Fund. After several years of steady growth following the collapse the 2008 recession and real estate collapse, collection rates are now budgeted to be down slightly driven by COVID-19 impacts to the economy.

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Special Revenue Funds



This type of fund accounts for specific revenue sources that are restricted to expenditures for designated purposes.

Funds Included In This Section:

County Fair Fund
 County School Fund
 Building Codes Fund
 Public Safety Local Option Levy Fund
 Resolution Services Fund
 Business and Economic Development Fund
 Disaster Management Fund
 Law Library Fund
 Library Services Fund
 Parks Fund
 Planning Fund
 Road Fund
 Sheriff Fund
 Code Enforcement, Resource Conservation and Solid Waste Fund
 Property Resources Fund
 Community Corrections Fund
 District Attorney Fund
 Justice Court Fund
 Countywide Transportation SDC Fund
 Public Land Corner Preservation Fund
 Clackamas Joint Transportation SDC Fund
 Health, Housing and Human Services Administration Fund
 Behavioral Health Fund
 Social Services Fund
 Community Development Fund
 Community Solutions for Clackamas County Fund
 Children, Family and Community Connections Fund
 Dog Services Fund
 Employer Contribution Reserve Fund
 County Safety Net Legislation Local Projects Fund
 Public Health Fund
 Clackamas Health Centers Fund
 Transient Room Tax Fund
 Tourism Development Fund
 Forest Management Fund
 Juvenile Fund

Department:

Business and Community Services
 Miscellaneous and Pass Through
 Transportation and Development
 Sheriff
 Resolution Services
 Business and Community Services
 Disaster Management
 Miscellaneous and Pass Through
 Business and Community Services
 Business and Community Services
 Transportation and Development
 Transportation and Development
 Sheriff
 Transportation and Development
 Business and Community Services
 Sheriff
 District Attorney
 Justice Court
 Transportation and Development
 Transportation and Development
 Transportation and Development
 Health, Housing & Human Services
 Health, Housing & Human Services
 Health, Housing & Human Services
 Health, Housing & Human Services
 Health, Housing & Human Services
 Health, Housing & Human Services
 Health, Housing & Human Services
 Health, Housing & Human Services
 Transportation and Development
 Miscellaneous and Pass Through
 Miscellaneous and Pass Through
 Health, Housing & Human Services
 Health, Housing & Human Services
 Miscellaneous and Pass Through
 Tourism and Cultural Affairs
 Business and Community Services
 Juvenile

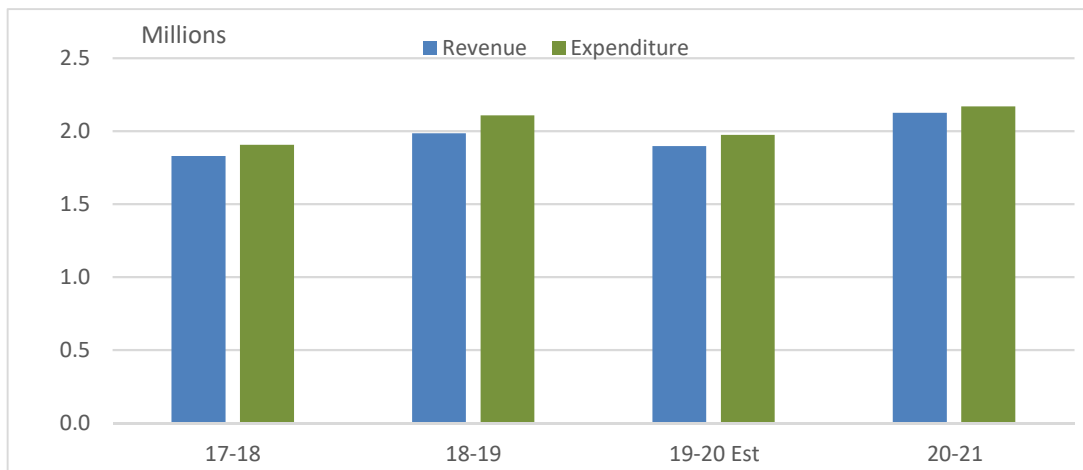


Culture, Education and Recreation

County Fair Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 528,821 | 451,847 | 328,960 | 328,960 | 252,393 |
| Current Revenues | | | | | |
| State Revenue | 53,167 | 53,167 | 53,167 | 53,167 | 53,167 |
| Local Revenue | 3,000 | 65,000 | 20,000 | 20,000 | 4,000 |
| Fees & Fines | 504,431 | 473,964 | 503,000 | 578,156 | 562,500 |
| Other Revenue | | | | | |
| Rents/Concessions | 606,431 | 750,326 | 730,000 | 569,496 | 825,300 |
| Miscellaneous | 203,815 | 164,472 | 168,000 | 181,933 | 172,500 |
| Interfund Transfers | 458,830 | 477,870 | 569,433 | 494,597 | 507,454 |
| Subtotal Current Revenues | 1,829,674 | 1,984,799 | 2,043,600 | 1,897,349 | 2,124,921 |
| Total Resources | 2,358,495 | 2,436,646 | 2,372,560 | 2,226,309 | 2,377,314 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 533,525 | 573,045 | 675,800 | 565,302 | 561,300 |
| Materials & Services | 1,264,396 | 1,230,478 | 1,277,231 | 1,250,838 | 1,392,946 |
| Capital Outlay | 108,728 | 304,164 | 237,626 | 157,776 | 215,500 |
| Subtotal Current Expenditures | 1,906,649 | 2,107,687 | 2,190,657 | 1,973,916 | 2,169,746 |
| Special Payments | - | - | 1,000 | - | 1,000 |
| Contingency | - | - | 180,903 | - | 206,568 |
| Ending Fund Balance | 451,846 | 328,959 | - | 252,393 | - |
| Total Requirements | 2,358,495 | 2,436,646 | 2,372,560 | 2,226,309 | 2,377,314 |

Budgeted Full-Time Equivalent



Current Operating Revenues vs. Expenditures



Description of Fund

The purpose of the *County Fair Fund* is to account for the general operation, facility maintenance, and capital outlay needs of the annual County Fair and Rodeo. This year, the 114th County Fair was scheduled for August 2020; however, was cancelled due to COVID-19. During the remainder of the year, over 780 other activities are held at the Event Center on the 49-acre premises, including meetings, parties, weddings and fundraisers.

Revenue Summary

For fiscal year 2020-21, total revenue for the *County Fair Fund* is budgeted at \$2,377,314. Self-generated revenues account for 58% of the fund's income. This classification includes admission fees, parking, facilities rentals and concessions. An interfund transfer of Transient Lodging Tax provides an additional 21% of total revenue with the remaining 11% accounted for in fund balance.

Expenditure Summary

For fiscal year 2020-21, personnel services costs comprise about 24% of total expenditures. This includes eight full-time and three temporary part-time staff as well as additional seasonal workers. Materials and services are budgeted at \$1,392,946, which make up 59% of total expenditures and include all fair expenses, building and grounds maintenance, insurance, and utilities. Capital outlay expenses total 9%, which includes fire suppression system improvements.

Significant Issues & Changes

- In June 2018, Business and Community Services (BCS) and County Administration working with the Fair Board completed a Fair Management Agreement. The agreement clearly articulates the roles and responsibilities of each party and should 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.
- In 2019 the Fair Board completed the Master Plan for the Fairgrounds and Event Center. The plan includes 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 2020 the Fair Board will develop a five-year strategic plan which will include priorities and identify actions and resources needed to achieve their goals.
- 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, tents have been rented to fulfill the needs of the County Fair and other events.

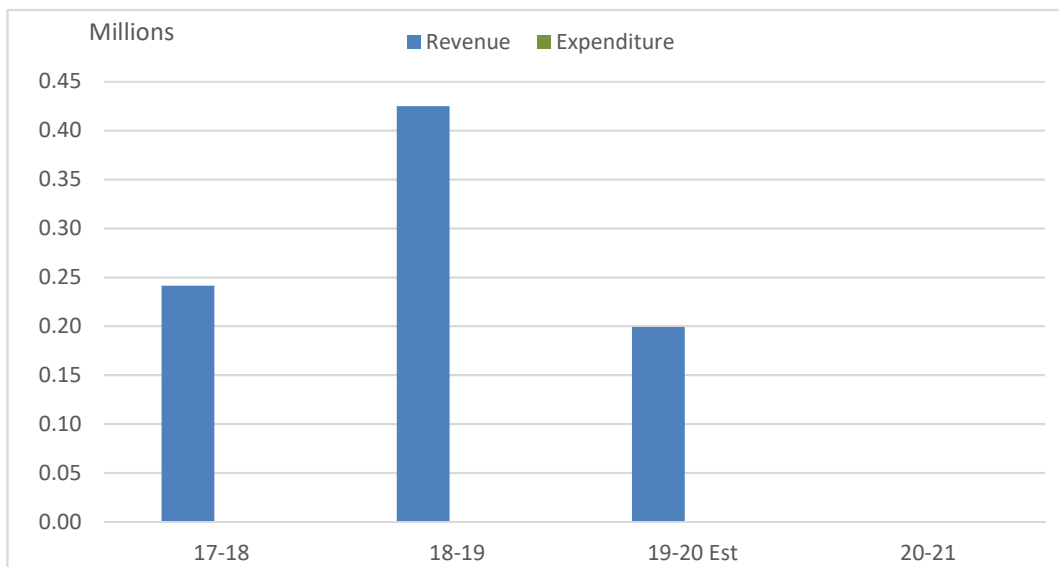


Not Allocated to Organizational Unit

County School Fund (Closed)

| Resources and Requirements by Fund | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|--------------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 64,303 | 305,553 | - | 3,952 | - |
| Current Revenues | | | | | |
| Federal Revenue | 241,041 | 417,811 | 440,000 | 199,017 | - |
| Miscellaneous Revenue | 209 | 7,111 | 5,000 | 176 | - |
| Subtotal Current Revenues | 241,250 | 424,922 | 445,000 | 199,193 | - |
| Total Resources | 305,553 | 730,475 | 445,000 | 203,145 | - |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Materials & Services | - | - | - | - | - |
| Subtotal Current Expenditures | - | - | - | - | - |
| Special Payments | - | 730,475 | 445,000 | 203,145 | - |
| Ending Fund Balance | 305,553 | 3,952 | - | - | - |
| Total Requirements | 305,553 | 734,425 | 445,000 | 203,145 | - |

| | | | | | |
|---------------------------------------|---|---|---|---|---|
| Budgeted Full-Time Equivalents | - | - | - | - | - |
|---------------------------------------|---|---|---|---|---|



Current Operating Revenues vs. Expenditures



Description of Fund

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

Revenue Summary

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

Expenditure Summary

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

Significant Issues & Changes

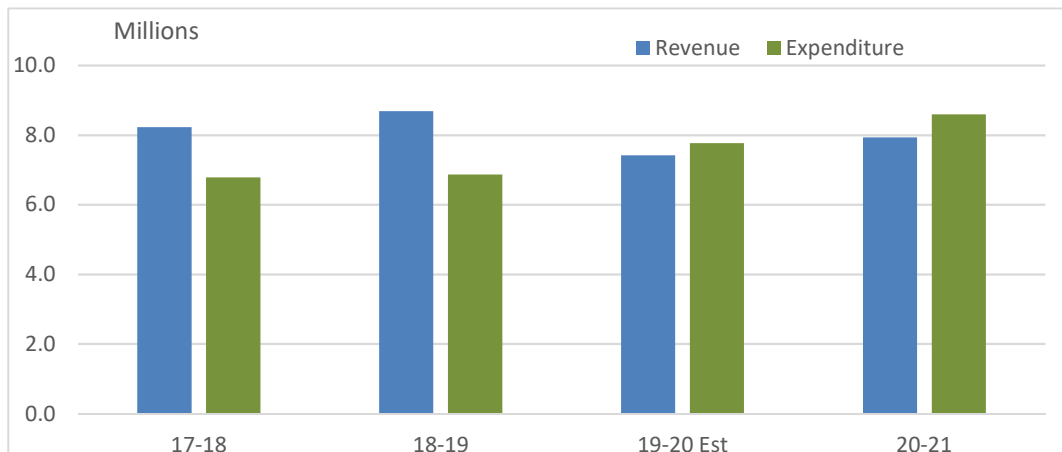
Not anticipating fiscal year 2020-21 funding.



General Government

Building Codes Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 5,354,682 | 6,801,992 | 8,616,284 | 8,616,279 | 8,267,729 |
| Current Revenues | | | | | |
| Licenses | 7,843,259 | 7,955,466 | 6,984,142 | 6,923,265 | 7,453,740 |
| Fees & Fines | 209,665 | 447,380 | 406,195 | 237,335 | 224,780 |
| Other Revenue | 172,992 | 279,026 | 140,405 | 256,059 | 252,519 |
| Subtotal Current Revenues | 8,225,916 | 8,681,872 | 7,530,742 | 7,416,659 | 7,931,039 |
| Total Resources | 13,580,598 | 15,483,864 | 16,147,026 | 16,032,938 | 16,198,768 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 4,607,757 | 4,824,948 | 5,632,737 | 5,232,418 | 5,706,997 |
| Materials & Services | 1,153,462 | 1,154,499 | 1,629,457 | 1,475,892 | 1,505,141 |
| Allocated Costs | 848,117 | 781,052 | 986,899 | 986,899 | 1,052,297 |
| Capital Outlay | 169,269 | 107,082 | 1,117,000 | 70,000 | 325,898 |
| Subtotal Current Expenditures | 6,778,605 | 6,867,581 | 9,366,093 | 7,765,209 | 8,590,333 |
| Reserves | - | - | 5,329,744 | - | 3,108,435 |
| Contingency | - | - | 1,451,189 | - | 4,500,000 |
| Ending Fund Balance | 6,801,993 | 8,616,283 | - | 8,267,729 | - |
| Total Requirements | 13,580,598 | 15,483,864 | 16,147,026 | 16,032,938 | 16,198,768 |
| Budgeted Full-Time Equivalents | 36.00 | 38.00 | 38.50 | 38.50 | 38.25 |



Current Operating Revenues vs. Expenditures



Description of Fund

The Building Codes Fund is used solely for the administration of the County's Building Codes Division and related building codes activities. The fund receives revenue from the sale of permits for construction within the County and in those cities with which the County has contracts for building code administration and enforcement.

Revenue Summary

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

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

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

Expenditure Summary

Expenditures for materials and services fluctuate due to permit activity and inspections as the Division adjusts key inspection, plan review and support positions to support the workloads.

Significant Issues & Changes

The Division is closely watching the Oregon Legislative Sessions as there have been a number of proposed bills that could impact our business model, including the addition of tiny homes to our regulatory authority.



Public Protection

Public Safety Local Option Levy Fund (Closed)

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 516,672 | | | | |
| Current Revenues | | | | | |
| Prior Year Revenue (Dedicated) | | | | | |
| Federal Revenues | | | | | |
| Taxes | | | | | |
| Other Revenue | | | | | |
| Subtotal Current Revenues | | | | | |
| Total Resources | 516,672 | | | | |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | | | | | |
| Materials & Services | | | | | |
| Allocated Costs | | | | | |
| Capital Outlay | | | | | |
| Subtotal Current Expenditures | | | | | |
| Interfund Transfer | 516,672 | | | | |
| Contingency | | | | | |
| Ending Fund Balance | | | | | |
| Total Requirements | 516,672 | | | | |



Description of Fund

The Public Safety Local Option Levy Fund was established to account for activities supported by a local option tax that was first approved by voters in November 2006 and subsequently renewed in 2011 and 2016. The latest five year renewal of the fixed rate levy is \$0.248 per \$1,000 of assessed value in the County.

The levy has provided 31 FTE to keep approximately 84 jail beds open. The levy also funds 18 patrol positions and expands enforcement to combat methamphetamine abuse and other drug related crimes by funding 10 positions in the Investigations Division.

Significant Issues & Changes

Beginning with fiscal year 2017-18, the public safety local option levy is accounted for in the Sheriff's Fund.

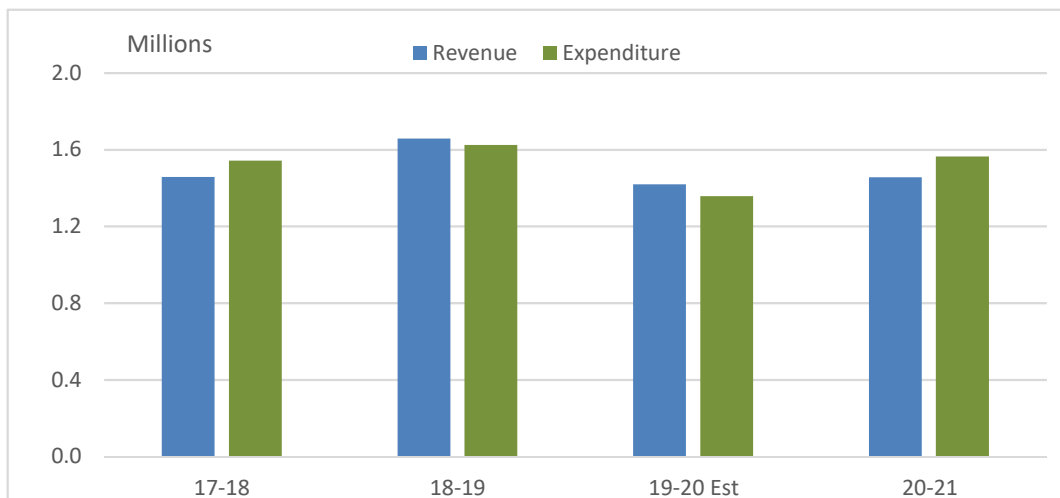


General Government

Resolution Services Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-2021 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|----------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 97,550 | 12,702 | 45,661 | 45,661 | 107,625 |
| Current Revenues | | | | | |
| State Revenue | 87,098 | 77,833 | 80,662 | 62,922 | 70,000 |
| Local Revenue | 5,052 | 24,042 | 10,000 | - | 500 |
| Licenses | 22,730 | 22,370 | 26,000 | 16,590 | 28,000 |
| Fees & Fines | 748,244 | 752,070 | 894,925 | 672,989 | 730,395 |
| Other Revenue | 7,121 | 95 | - | - | - |
| Interfund Transfers | 587,869 | 780,607 | 666,388 | 666,388 | 627,123 |
| Subtotal Current Revenues | 1,458,114 | 1,657,017 | 1,677,975 | 1,418,889 | 1,456,018 |
| Total Resources | 1,555,664 | 1,669,719 | 1,723,636 | 1,464,550 | 1,563,643 |
| Current Expenditures | | | | | |
| Personnel Services | 1,241,691 | 1,272,052 | 1,335,960 | 1,017,908 | 1,223,052 |
| Materials & Services | 131,441 | 184,592 | 198,930 | 150,271 | 158,461 |
| Allocated Costs | 169,830 | 167,414 | 188,746 | 188,746 | 182,130 |
| Subtotal Current Expenditures | 1,542,962 | 1,624,058 | 1,723,636 | 1,356,925 | 1,563,643 |
| Ending Fund Balance | 12,702 | 45,661 | - | 107,625 | - |
| Total Requirements | 1,555,664 | 1,669,719 | 1,723,636 | 1,464,550 | 1,563,643 |

| | | | | | |
|---------------------------------------|-------|------|------|------|------|
| Budgeted Full-Time Equivalents | 10.43 | 6.55 | 9.93 | 9.93 | 9.06 |
|---------------------------------------|-------|------|------|------|------|



Current Operating Revenues vs. Expenditures



Description of Fund

Clackamas County Resolution Services (CCRS) aims to enhance public safety by reducing the harmful impact of family and community conflict, strengthening family and community relationships, and reducing reliance on the court for the adjudication of these conflicts. CCRS accomplishes this aim by assisting family and community members to constructively resolve their disputes and build conflict resolution skills. CCRS provides a continuum of prevention and intervention services including information and referral, counseling and coaching, mediation, facilitation, education, and training services.

Revenue Summary

Revenues for this department come from a variety of sources. We receive State revenues including from Judicial Department Conciliation Fees (4%), the Oregon Office of Community Dispute Resolution (3%), the Department of Justice's Oregon Foreclosure Avoidance Program (1%), and marriage license fees (1.8%). In addition, we charge fees for services through contracts with local governments and other agencies, contracts with other Clackamas County departments, and direct fees charged to clients (47%). Finally, we receive County General Fund support (40%).

Expenditure Summary

The largest expenditure is personnel services (77%) for direct services program staff and administrative support. The remaining expenditures are cost allocations (12%) and materials and services (10%). It is important to note that the work of Resolution Services is greatly enhanced by our group of 45 dedicated active volunteers, including 2 general interns in Victim Offender Dialogue Program and Community Mediation. They are projected to provide over 2,000 hours of voluntary service to the citizens of Clackamas County.

Significant Issues & Changes

Resolution Services presents a reduced maintenance level budget for FY 2020-21. We will continue to provide conflict resolution services and skill-building opportunities to sustain healthy communities and keep our residents safe, healthy, and secure.

It should be noted that during this pandemic, we have adjusted our service delivery from in-office and in-person to remote services via video platforms, email, and phone contacts. We anticipate some reduction in revenue due to interrupted service while we shifted our service model.

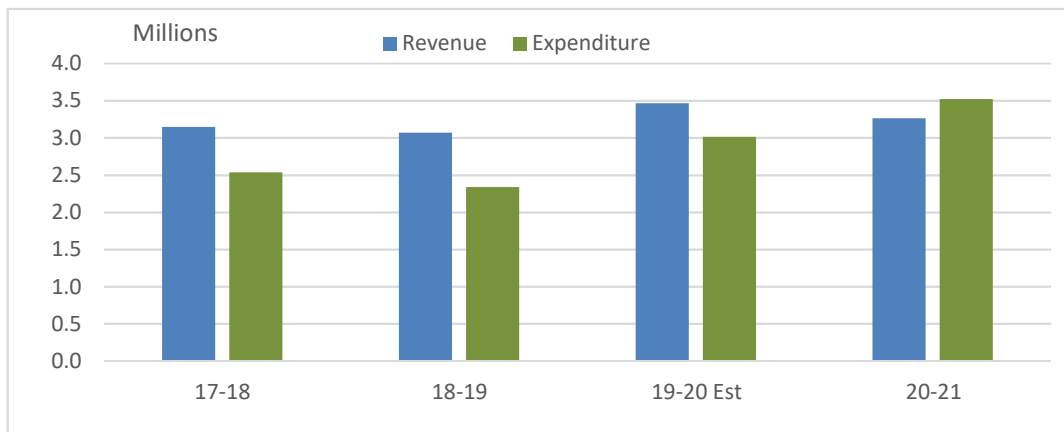
With some funding sources flat or declining and costs increasing, we remain at the crossroads of continuing to advocate for adequate state funding while also working more efficiently with fewer resources. We will focus more on revenue-generating work opportunities, which will also encourage community outreach and partnerships with other public and private agencies.



Economic Development

Business & Economic Development Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-2021 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|----------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 2,690,239 | 3,035,885 | 2,807,191 | 3,519,248 | 3,329,796 |
| Current Revenues | | | | | |
| Federal Revenue | - | - | 100,000 | 100,000 | - |
| State Revenue | 1,957,862 | 1,874,962 | 1,880,000 | 2,246,854 | 2,000,000 |
| Local Revenue | 30,000 | - | - | - | - |
| Licenses | 29,653 | 56,771 | 10,000 | 10,000 | 10,000 |
| Fees & Fines | 1,101,026 | 1,085,250 | 1,025,750 | 1,077,529 | 1,119,307 |
| Other Revenue | 30,258 | 53,300 | 205,000 | 30,000 | 35,000 |
| Interfund Transfers | - | - | 100,000 | - | 100,000 |
| Subtotal Current Revenues | 3,148,799 | 3,070,283 | 3,320,750 | 3,464,383 | 3,264,307 |
| Total Resources | 5,839,038 | 6,106,168 | 6,127,941 | 6,983,631 | 6,594,103 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 1,492,389 | 1,506,196 | 1,983,969 | 1,724,529 | 2,026,744 |
| Materials & Services | 869,056 | 653,590 | 2,172,640 | 1,090,829 | 1,303,665 |
| Allocated Costs | 173,708 | 179,134 | 200,477 | 200,477 | 191,933 |
| Subtotal Current Expenditures | 2,535,153 | 2,338,920 | 4,357,086 | 3,015,835 | 3,522,342 |
| Special Payments | 205,000 | 185,000 | 932,344 | 475,000 | 1,788,421 |
| Interfund Transfer | 63,000 | 63,000 | 63,000 | 63,000 | 63,000 |
| Capital Outlay | | | | 100,000 | |
| Contingency | - | - | 775,511 | - | 1,220,340 |
| Ending Fund Balance | 3,035,885 | 3,519,248 | - | 3,329,796 | - |
| Total Requirements | 5,839,038 | 6,106,168 | 6,127,941 | 6,983,631 | 6,594,103 |
| Budgeted Full-Time Equivalents | 9.00 | 8.70 | 11.20 | 11.20 | 10.70 |



Current Operating Revenues vs. Expenditures



Description of Fund

The *Business and Economic Development Fund* is comprised of two lines of business. The *Administration* line of business, comprised of the *Office of the Director Program* and *Budgeting, Financial Management and Planning Program* provides leadership, direction, communication, budgeting, and financial management support to the Department of Business and Community Services (BCS).

The *Economic Development* line of business, comprised of the *Economic Development Program*, *Economic Opportunity Program*, and *Land Bank Authority Program* supports and manages programs related to business retention, expansion or relocation of established businesses, recruitment of new businesses, forest and agriculture economic development, as well as business assistance. Some of the other economic development programs include tracking employment lands, Cross Laminated Timber initiative, studying business supply chains and implementing initiatives to expand the County's economic base.

Revenue Summary

Funding for the *Administration* line of business is provided through cost allocation to the majority of BCS programs. For fiscal year 2020-21, total allocations to be received are budgeted at \$1.1 million.

Revenue for the *Economic Development* line of business is provided almost entirely from Oregon State Video Lottery revenue that is legislated to provide for economic development efforts throughout the County. State lottery revenues are budgeted at \$2 million in fiscal year 2020-21. Additional revenue, from grants and other sources, is also being sought to support the *Land Bank Authority Program*.

Expenditure Summary

The *Administration* line of business expenditures are primarily personnel expenditures and represent 59% of the \$1.8 million budget. The remaining expenditures are related to supporting the staff in all BCS divisions.

The *Economic Development* line of business personnel expenditures represent 20% of the \$4.8 million budget. Projects, programs, and economic development initiatives make up the balance of expenditures and include Economic Opportunity and Employment Land Asset Mapping, continued work on the Economic Landscape project, support for the Main Street/Commercial Revitalization Program, continued support to communities for development of their Community Economic Preparedness Program, Cross-Laminated Timber Project, support for the anticipated Clackamas County Land Bank Authority, and continued development of the Clackamas County Export Initiative and Industry Cluster analysis.

Significant Issues & 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. Following the completion of the Business Plan, the County submitted a grant application for \$300,000 in funding from Business Oregon's Strategic Reserve Fund. In April 2019, the Economic Development Program presented a proposal for the CCLBA to the Board and the proposal was approved by the Board. The County was notified in November 2019 that it was awarded \$300,000 in grant funding. Due to COVID-19 constraints, the County applied for and received a grant extension from the State of Oregon to allow two extra years to complete the formation of the CCLBA.

- 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 recently finalized a Global Trade Strategy that provides a guide to activities such as hosting delegations, participating in outbound trade missions and the diplomatic protocols of international relations. Due to limited funding, the plan will initially focus on assisting the food and beverage cluster with expansion of their overseas export activity.
- In January 2020, the Clackamas County Board of County Commissioners adopted a countywide strategic business plan that includes economic development goals. To ensure Economic Development in Clackamas County fully supports these goals and industry trends, the Economic Development Program will be engaging in a strategic visioning exercise in the 2020. Upon completion of this exercise, the Economic Development Program will have a revitalized strategic focus that will align with the Board's strategic goals as well as emerging trends in economic development.



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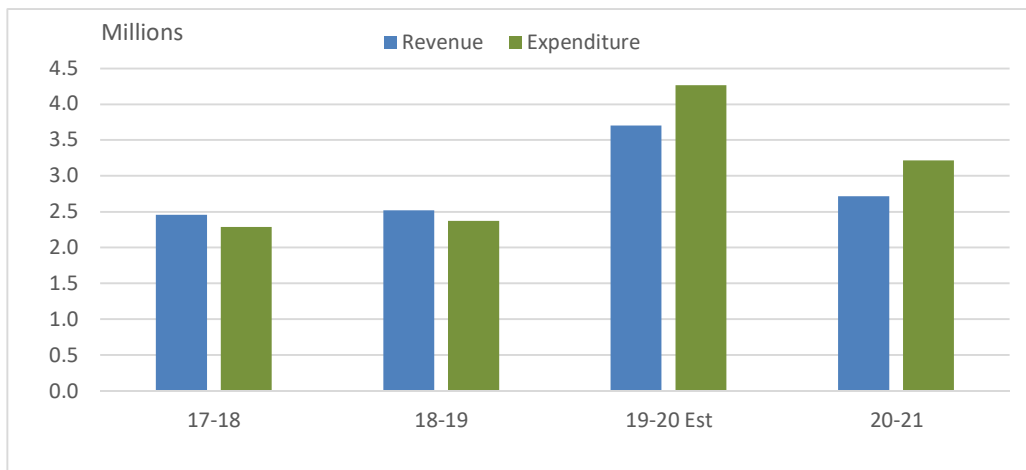
CLACKAMAS
C O U N T Y



Public Protection

Disaster Management Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 853,568 | 911,882 | 1,057,255 | 1,057,255 | 497,326 |
| Current Revenues | | | | | |
| Federal Revenue | 573,799 | 242,710 | 1,460,191 | 1,335,045 | 844,613 |
| State Revenues | - | 10,000 | 8,000 | 26,872 | - |
| Fees & Fines | 16 | 9,068 | - | 22,051 | 40,000 |
| Local Revenue | 1,410 | 74,458 | - | 59,197 | - |
| Other Revenue | 7,635 | 12,939 | - | 5,000 | 4,000 |
| Interfund Transfers | 1,874,696 | 2,171,183 | 2,256,168 | 2,256,168 | 1,828,108 |
| Subtotal Current Revenues | 2,457,556 | 2,520,358 | 3,724,359 | 3,704,333 | 2,716,721 |
| Total Resources | 3,311,124 | 3,432,240 | 4,781,614 | 4,761,588 | 3,214,047 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 1,630,930 | 1,696,728 | 1,887,795 | 1,884,858 | 1,842,580 |
| Materials & Services | 306,397 | 440,240 | 2,158,910 | 1,842,021 | 772,323 |
| Allocated Costs | 248,907 | 238,016 | 241,479 | 241,299 | 232,864 |
| Capital Outlay | 100,609 | - | 245,000 | 296,084 | 366,280 |
| Subtotal Current Expenditures | 2,286,843 | 2,374,984 | 4,533,184 | 4,264,262 | 3,214,047 |
| Reserves | - | - | - | - | - |
| Contingency | - | - | 66,430 | - | - |
| Ending Fund Balance | 911,881 | 1,057,255 | - | 497,326 | - |
| Total Requirements | 3,311,124 | 3,432,240 | 4,781,614 | 4,761,588 | 3,214,047 |
| Budgeted Full-Time Equivalent | 11.00 | 9.00 | 11.00 | 11.00 | 11.00 |



Current Operating Revenues vs. Expenditures



Description of Fund

The Disaster Management Fund accounts for the operation of the Disaster Management Department. The Department is comprised of two divisions. The Disaster Management Division is responsible for planning and implementing prevention, mitigation, preparedness, response, and recovery activities to prevent loss of life and minimize impacts on the community due to disasters. The Medical Examiner's Office is responsible for investigating deaths occurring under violent, questionable, or unexplained circumstances, accidents, or unattended deaths.

Revenue Summary

Revenue sources for the Disaster Management Division include a transfer from the County General Fund to support a majority of the day-to-day operations of the Department. Homeland Security and Emergency Management grants are also awarded to the department for special projects. A majority of the federal funds are passed through to local partners. There is also a fund balance revenue line that is applied to the operational budget. The Fund Balance is restricted revenue associated with grant funding.

The Medical Examiner's Office is entirely supported by the General Fund.

Expenditure Summary

Personnel Services expenditures comprise 57.3% of total expenditures (both programs) and fund 11 full-time equivalent positions (FTE) including, disaster management staff and medical examiner staff. \$150,000 is entered into the budget for FY 2020-21 Emergency Management Performance Grant (EMPG) that may offset the cost of a portion of the FTEs within the Disaster Management Division's operational budget. However, major cuts are proposed to this item in the federal budget and may not be available to local governments in Oregon depending on Oregon Emergency Management (OEM) decisions regarding the dollars.

Materials and Services expenditures account for 24% of the total expenditures. The materials and services include pass-through dollars to special districts and cities for the Urban Area Security Initiative (UASI). Capital Outlay is 8.9% of total expenditures, however, this may increase substantially if two potential buyouts occur through the Federal Emergency Management Agency (FEMA). The bulk of the federal funding, \$844,613 is pass-through dollars to cities, public works, fire districts, law enforcement, and other entities for projects, specialized training, and materials to promote community preparedness.

Significant Issues & Changes

The Department's Disaster Management Division budget fluctuates greatly because of grant funding and pass-through dollars that go to local jurisdictions such as fire districts, law enforcement, incorporated cities, and public works departments. Establishing a separate fund to articulate these unique revenue sources provides a clearer representation of the Disaster Management Department budget. Disaster Management strives to keep some dollars in contingency funding so that some funding, though a small amount, would be available for supplies, Disaster Management staff overtime, and Emergency Operations Center (EOC) support.

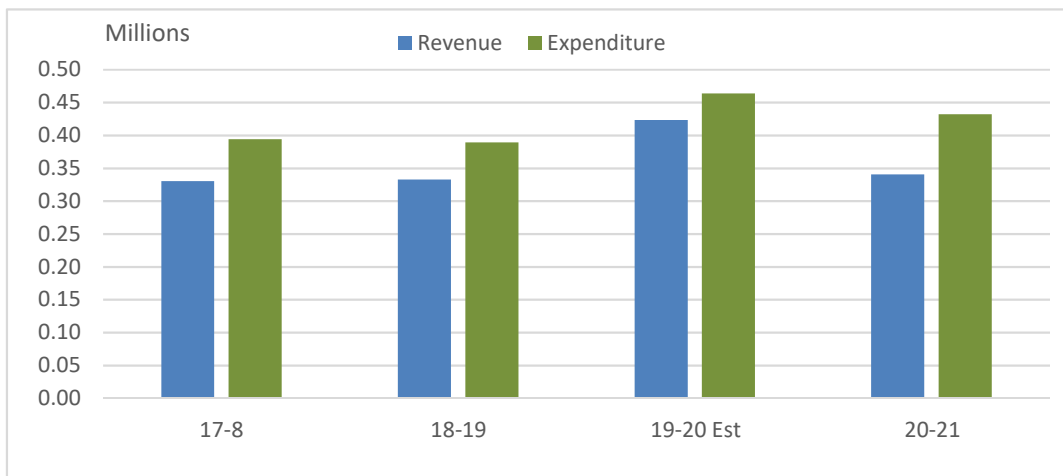
As the population grows in Clackamas County the Medical Examiner's Office will see an increase in deaths that require investigation. At some point, this will create a need for a new position.



Public Protection

Law Library Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 382,379 | 318,645 | 261,997 | 261,997 | 221,417 |
| Current Revenues | | | | | |
| Fees & Fines | 1,266 | 1,419 | 2,000 | 2,500 | 3,000 |
| Other Revenue | | | | | |
| Courts Reimbursements | 324,816 | 324,816 | 349,854 | 320,727 | 320,727 |
| Miscellaneous Revenue | | | 96,496 | 96,496 | 10,000 |
| Interest | 4,469 | 6,634 | 500 | 3,278 | 6,622 |
| Other Financing Sources | - | - | - | 220 | 250 |
| Subtotal Current Revenues | 330,551 | 332,869 | 448,850 | 423,221 | 340,599 |
| Total Resources | 712,930 | 651,514 | 710,847 | 685,218 | 562,016 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 225,799 | 243,212 | 276,924 | 257,081 | 264,285 |
| Materials & Services | 103,860 | 85,442 | 203,607 | 132,137 | 96,061 |
| Allocated Costs | 64,625 | 60,863 | 74,583 | 74,583 | 71,670 |
| Subtotal Current Expenditures | 394,284 | 389,517 | 555,114 | 463,801 | 432,016 |
| Reserves | - | - | 136,360 | - | 120,000 |
| Contingency | - | - | 19,373 | - | 10,000 |
| Ending Fund Balance | 318,646 | 261,997 | | 221,417 | - |
| Total Requirements | 712,930 | 651,514 | 710,847 | 685,218 | 562,016 |
| Budgeted Full-Time Equivalents | 2.44 | 2.44 | 2.44 | 2.44 | 2.44 |



Current Operating Revenues vs. Expenditures



Description of Fund

Under state statute (ORS 9.815), Clackamas County maintains and operates a Law Library available at reasonable hours to the public at a convenient location. Law Library resources, materials, services, and professional staff are available to everyone, including but not limited to Clackamas County Circuit Court Judges, County Counsel, the District Attorney's office, County Departments, attorneys, litigants, self-represented litigants, legal professional staff, authors, reporters, students, and others. The Law Library has a highly selective and well-balanced collection of legal research resources and materials available in both print and electronic formats. It is necessary to make legal research materials available in multiple formats to help people perform thorough, reliable, and accurate legal research. The physical Law Library collection includes approximately 15,000 legal titles, the majority of which are not available online or not available for free or at a low cost online. Many titles in our collection are no longer being updated regularly due to largely static revenue and rising costs. The Law Library electronic collection includes subscriptions to Westlaw Next, LexisNexis Online, Oregon State Bar BarBooks, and access to other free and low-cost computer-assisted legal research databases. Purchasing access to commercial online legal research subscription databases is only available for public access in bundled formats and costs continue to rise. The Law Library also provides other services, including but not limited to: conference/study rooms, legal research materials on microfilm/fiche, photocopy/fax/print machines, and remote legal documents request. The Law Library employs professionals with public law library experience, education, and training to manage, operate and maintain the Law Library and provide patrons with legal research assistance, legal information dissemination, and other legal reference assistance. The Law Library is a high-tech, high-touch atmosphere that includes a quiet, contemplative space for reading, filling out forms, small meetings, and research.

Revenue Summary

The Law Library revenue source was altered by the 2011 Oregon State Legislature (2011 House Bills 2710, 2712, and 5056). Prior to this shift, since 1927, all Law Library revenue was generated from a portion of the filing fees collected in each civil suit, action, or proceeding. For the 2011-2013 biennium, Law Library revenue was derived from a set appropriation (2011 HB 5056). The Chief Justice distributed these funds to counties based on revenue received from filing fees collected in the 2009-2011 biennium from civil actions commenced in each county's circuit court. The amount was less (proportionately reduced) than its 2009-2011 amount since the legislative appropriation for 2011-2013 was approximately 26 percent below the 2009-2011 amounts. Clackamas County Law Library was allocated \$713,128.71 for the 2011-2013 biennium. The State Court Administrator's office is now statutorily mandated to conduct biennial surveys of county law library services, staffing, and usage. The Legislative Interim Committee on State Courts Revenue Structure (created by 2011 HB 2710 Sec. 171) was directed to study funding of county law libraries and make recommendations on how they are funded no later than January 1, 2013 (2011 HB 2367). The authority of counties to set "add-on" fees for law libraries was repealed and any funds generated from add-ons go to the state and not the county (2011 HB 2710). The Law Library's beginning fund balance, which comprises the majority of the Law Library's total resources, is funding accumulated by the Law Library for anticipated necessary expenditures for the future of the Law Library. Minor contributions to revenue come from earned interest and copier/printer fees. The 2013 Oregon State Legislature appropriated \$100,000 less funding for county law libraries for the 2013-2015 biennium. Clackamas received 9.64% of this total appropriation. The 2017 Oregon State Legislature further cut the law library allocation resulting in approximately \$50,000 less revenue for Clackamas. The existing revenue allocation is not sufficient to maintain existing Law Library resources, personnel, and services.

Expenditure Summary

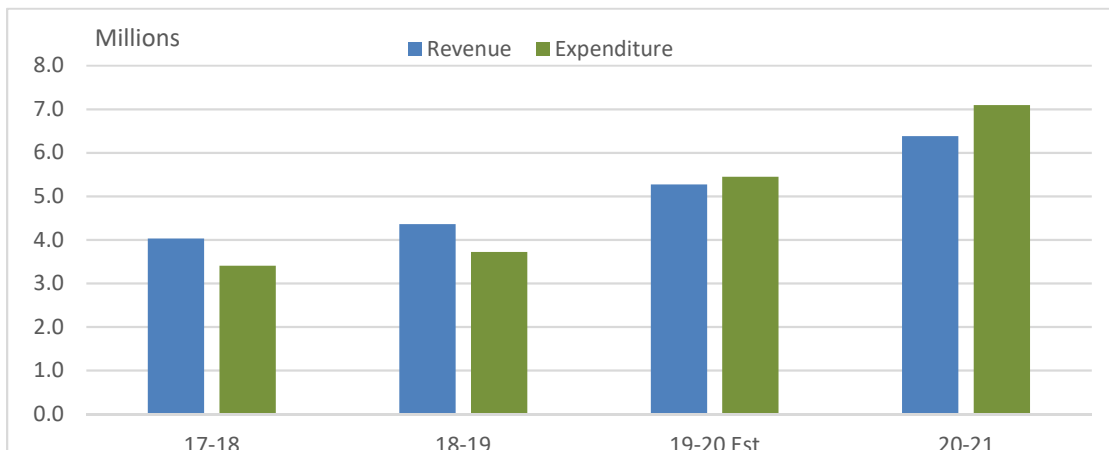
The majority of available funds have been held in dwindling reserve and contingency for anticipated future expenditures of continuing to provide, support, and maintain a robust Law Library program with modern services at existing levels. Even with significant expenditure adjustments, due to the changes in Law Library funding, the "future" is here. Cost allocations, professional staff, subscriptions to online legal research databases, and updating books, treatises, and other print materials necessary to provide equal access to legal research information, referrals, and other assistance continue to rise and comprise the majority of Law Library expenditures while revenue has decreased.



Culture, Education and Recreation

Library Services Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 4,665,070 | 4,273,235 | 4,914,173 | 4,914,173 | 4,703,304 |
| Current Revenues | | | | | |
| Federal Revenues | 14,643 | 0 | 0 | 0 | |
| State Revenue | 5,765 | 5,713 | 8,657 | 9,024 | 9,024 |
| Local Revenue | 1,130,000 | 1,291,179 | 2,232,090 | 1,866,938 | 2,945,889 |
| Fees & Fines | 14,979 | 63,208 | 170,504 | 33,800 | 283,300 |
| Other Revenue | 608,872 | 582,634 | 786,800 | 767,742 | 788,185 |
| Interfund Transfers | 2,251,746 | 2,420,811 | 2,597,275 | 2,597,275 | 2,352,038 |
| Subtotal Current Revenues | 4,026,005 | 4,363,545 | 5,795,326 | 5,274,779 | 6,378,436 |
| Total Resources | 8,691,075 | 8,636,780 | 10,709,499 | 10,188,952 | 11,081,740 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 1,757,707 | 1,935,215 | 3,233,055 | 2,798,363 | 2,956,374 |
| Materials & Services | 1,359,736 | 1,380,040 | 2,277,708 | 2,017,068 | 2,336,425 |
| Allocated Costs | 215,811 | 221,481 | 228,193 | 228,193 | 231,630 |
| Capital Outlay | 69,943 | 185,872 | 708,997 | 405,000 | 1,570,000 |
| Subtotal Current Expenditures | 3,403,197 | 3,722,608 | 6,447,953 | 5,448,624 | 7,094,429 |
| Special Payment | 1,014,643 | - | 2,100,000 | 37,024 | 1,850,000 |
| Reserve | | | 1,896,461 | | 1,970,296 |
| Contingency | - | - | 265,085 | - | 167,015 |
| Ending Fund Balance | 4,273,235 | 4,914,172 | | 4,703,304 | - |
| Total Requirements | 8,691,075 | 8,636,780 | 10,709,499 | 10,188,952 | 11,081,740 |
| Budgeted Full-Time Equivalents | 14.00 | 15.00 | 23.00 | 23.00 | 21.00 |



Current Operating Revenues vs. Expenditures



Description of Fund

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

The *Library Support Services Program* provides the centralized hardware, software, cataloging, and technical support services to all member libraries of the Clackamas County Library District, including two County-operated locations (the Oak Lodge Library and Gladstone Library), and 11 locations operated by the cities of Canby, Estacada, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy, West Linn, and Wilsonville. It also provides the delivery of centralized materials handling, administrative, and other support services to these same customer libraries so they can collaborate together as a Library District.

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

Revenue Summary

The primary revenue sources for the *Library Support Services Program* are interfund transfers from the General Fund of \$2,352,038. In addition, the *Library Support Services Program* is estimated to receive \$550,000 from local jurisdictions in Clackamas County as reimbursement for purchases of computer hardware, software, or other goods and/or services on behalf of these government agencies, including purchases and maintenance, and support related to the District-wide implementation of Radio Frequency Identification (RFID) and Automated Materials Handling (AMH) technologies. The beginning fund balance of approximately \$4.36 million in the *Library Support Services Program* reflects two items the first is the allowance for Library capital improvement projects and the second is the capital replacement and maintenance for the Library Support Services Program.

The primary revenue for operations of the *Oak Lodge Library Program* is from the annual distribution of Library District funds. For the fiscal year 2020-21, the distribution is anticipated to total \$1,470,217.

The primary revenue for operations of the *Gladstone Library Program* is from the annual distribution of Library District funds, as well as an annual contribution from the City of Gladstone. For the fiscal year 2020-21, the Library District distribution is anticipated to total \$810,439, while the City of Gladstone distribution is anticipated to be \$200,000.

Expenditure Summary

Total expenditures for the *Library Support Services Program* are budgeted at \$7,297,087 of which \$1,850,000 is for payments to other governments (the above-mentioned capital improvement projects for which district libraries must submit a written request to the Board of County Commissioners). Also, \$550,000 is for reimbursable purchases made on behalf of customer libraries, including those related to the maintenance and support of RFID and AMH technologies. The remaining expenditures are related to the provision of services to the eleven City-operated and two County-operated library locations in the Library District of Clackamas County.

The expenditures for operations of the *Oak Lodge Library Program* are budgeted at \$2,105,977, of which, 35% are for personnel costs.

The expenditures for operations of the *Gladstone Library Program* are budgeted at \$1,678,676, of which, 39% are for personnel costs.

Significant Issues & Changes

- The Library Support Services Program has implemented several new service initiatives, including deployment of a new, modern mobile library app, ability to apply for a library card online (eCards), and an online reservation/check-out system for Cultural Passes (discounted or free passes to local area cultural attractions and venues).
- In partnership with Clackamas County Sustainability & Solid Waste, the Library Support Services Program has assisted in the implementation of a "Library of Things" project. Nine City libraries have made 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.

Due to the COVID-19 pandemic related closures the Library Support Services Program is identifying ways to support libraries as they shift their hours and services to safely meet the needs of their communities. Examples include implementation and support of options for library staff to provide distanced assistance to patrons using public computer stations (at such time that libraries can safely offer this service), support of more online resources (including eBooks and other databases), and support for online meetings

- 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. The Task Force began its work mid fiscal year 2019-20, but has been on hiatus due to the COVID-19 pandemic related closures
- In fiscal year 2017-18, 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, NCPRD finalized the acquisition of the Concord Elementary School from the North Clackamas School District. In order to determine the best future use(s) of the Concord School property, BCS, with support from PGA, is coordinating and supporting a community-driven process to evaluate the suitability of the Concord School property as both an NCPRD facility and a potential site for a new Oak Lodge library.
- On December 1, 2019, the City of Gladstone transferred 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.
- In response to the COVID-19 pandemic, Oak Lodge and Gladstone Libraries have shifted services and allocation of funds. While buildings are closed to the public, materials are offered outside the building with a no-contact holds pick-up service. A \$20,000 was diverted from the physical book budget to purchase additional e-Books and additional funds have shifted to the books-by-mail service. Laptops and hotspots were purchased for checkout, and a cloud-printer service was added so that patrons are able to initiate print jobs online and arrange a time to pick up. Limited programs are offered virtually, including book clubs and storytime videos. In addition, garden seeds are available from our seed library by mail. As the circumstances evolve, additional ways to add services are continually identified.



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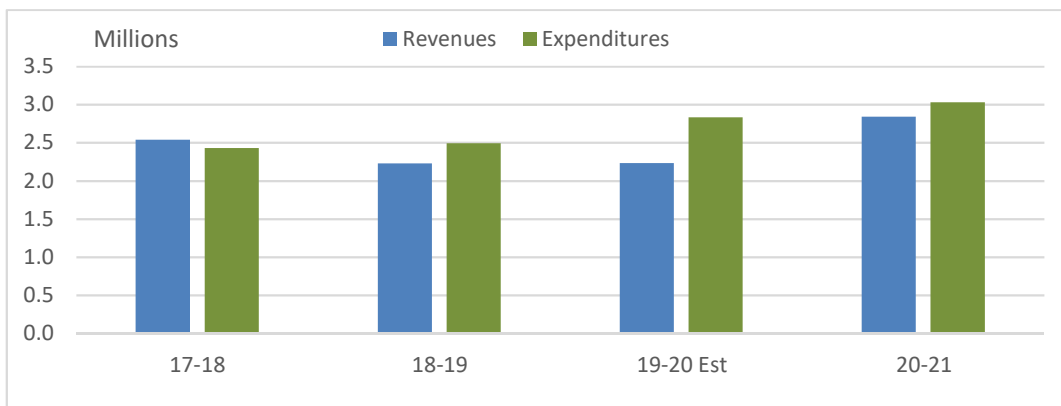
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Culture, Education and Recreation

Parks Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 1,190,313 | 1,300,464 | 1,037,634 | 1,037,634 | 439,521 |
| Current Revenues | | | | | |
| Federal Revenue | 1,350 | 1,350 | 1,350 | 1,350 | 1,350 |
| State Revenue | 719,888 | 701,043 | 816,000 | 847,594 | 574,000 |
| Local Revenue | | | | | 730,000 |
| Fees & Fines | 981,154 | 1,020,674 | 1,009,256 | 1,024,448 | 1,130,186 |
| Other Revenue | 61,780 | 49,396 | 29,000 | 49,332 | 46,600 |
| Interfund Transfers | 775,259 | 458,122 | 691,729 | 310,882 | 361,711 |
| Subtotal Current Revenues | 2,539,431 | 2,230,585 | 2,547,335 | 2,233,606 | 2,843,847 |
| Total Resources | 3,729,744 | 3,531,049 | 3,584,969 | 3,271,240 | 3,283,368 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 982,442 | 1,049,470 | 1,308,102 | 973,920 | 1,189,537 |
| Materials & Services | 612,273 | 692,656 | 631,291 | 656,698 | 652,422 |
| Allocated Costs | 202,566 | 228,979 | 244,594 | 244,594 | 256,935 |
| Capital Outlay | 631,999 | 522,310 | 831,300 | 956,507 | 931,397 |
| Subtotal Current Expenditures | 2,429,280 | 2,493,415 | 3,015,287 | 2,831,719 | 3,030,291 |
| Special Payments | - | - | 50,000 | - | 1,000 |
| Contingency | - | - | 519,682 | - | 252,077 |
| Ending Fund Balance | 1,300,464 | 1,037,634 | - | 439,521 | |
| Total Requirements | 3,729,744 | 3,531,049 | 3,584,969 | 3,271,240 | 3,283,368 |
| Budgeted Full-Time Equivalent | 5.64 | 5.64 | 5.64 | 5.64 | 5.74 |



Current Operating Revenues vs. Expenditures

**Description of Fund**

The Clackamas County Parks system was created in 1934 with the purchase of property from the Bear Creek Logging Company. This was followed in 1937 by a donation of contiguous property from the US Government under the Roosevelt Administration. This 300-acre property is now known as Eagle Fern Park. The park system has continued to grow, with most of its development occurring in the mid-1960s. Today, the *County Parks Program* employs 5.74 full-time staff and hires numerous summer temporary employees in order to operate and maintain facilities to serve park patrons during the peak season.

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

- Reserved picnic areas serving 2,500 users and non-reserved picnic areas serving 2,000 users
- 201 recreation vehicle-suitable campsites
- 6 non-community public use water systems
- Ballfields, volleyball courts and children's play structures
- 13 restroom buildings and 8 caretaker residences
- A 96-slip boat moorage, marina, and 7 boat launches
- Approximately 1,000 acres of County-owned parkland
- Over 4,000 acres of leased parkland and over 180 acres of mowed turf
- Several miles of County park hiking trails including the popular Stone Creek Golf Club park walking trail
- 5 natural area parks (220 acres) with river access

Revenue Summary

Total revenue for fiscal year 2020-21 includes \$439,521 in fund balance, a \$150,829 interfund transfer from the *Forest Management Fund* for capital improvements, \$210,882 transferred from the General Fund.

The County Parks Program has budgeted to receive local share funding from the 2019 Metro Parks and Nature Bond allocation the will fund the Barton Park East RV Campground paving project, Feyrer Park Campground road and parking lot improvement project, Knights Bridge Park restroom installation project, Wagonwheel Park restroom installation project and Barton Park Day Use Area well replacement project. In addition, the County Parks Program will use its share of the Oregon State Parks RV Licensing distribution in the amount of \$530,000 to fund a number of deferred maintenance projects including LED lighting upgrades, restroom and septic system upgrades, repairs to the Metzler Park office and replacement of the Metzler Park ticket booth. Fees and services are budgeted to bring in \$1,130,186.

Expenditure Summary

Personnel expenditures are budgeted at \$1,189,537 and represent 36% of the *County Parks Program* budget. The *County Parks Program* will continue concentrating on operations and maintenance of the camping and day-use areas in the County parks and at the Boones Ferry Marina, with total materials and services and allocated costs budgeted at \$909,357. Capital construction costs are \$931,397, 28% of the budget, and include restroom replacement, parking lot expansion and improvements, campground road improvement, and master planning for Barton Park.

Significant Issues & 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, to replace a failing dock at Hebb Park, and to 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 fiscal year 2020-21, 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 Park 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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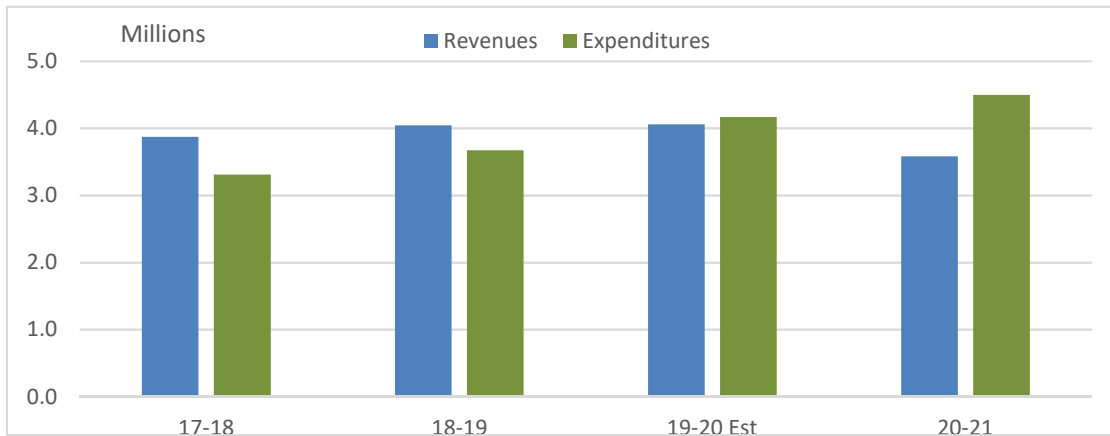


Planning Fund

Economic Development

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 1,331,547 | 1,573,538 | 1,944,128 | 1,944,128 | 1,835,831 |
| Current Revenues | | | | | |
| Local Revenue | 111,470 | 194,818 | 255,000 | 266,000 | 396,400 |
| Licenses | 96,644 | 102,860 | 101,000 | 102,000 | 110,000 |
| Fees & Fines | 808,080 | 881,934 | 692,900 | 913,710 | 879,310 |
| Other Revenue | 34,083 | 41,197 | 10,000 | 22,090 | 17,550 |
| Interfund Transfers | 2,823,889 | 2,824,514 | 2,755,001 | 2,755,001 | 2,176,932 |
| Subtotal Current Revenues | 3,874,166 | 4,045,323 | 3,813,901 | 4,058,801 | 3,580,192 |
| Total Resources | 5,205,713 | 5,618,861 | 5,758,029 | 6,002,929 | 5,416,023 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 2,228,243 | 2,505,584 | 2,910,334 | 2,619,808 | 2,730,664 |
| Materials & Services | 617,980 | 760,872 | 1,072,459 | 1,065,810 | 1,254,446 |
| Allocated Costs | 436,684 | 408,151 | 480,280 | 480,280 | 510,116 |
| Capital Outlay | 25,228 | 125 | 221,200 | 1,200 | 1,500 |
| Subtotal Current Expenditures | 3,308,135 | 3,674,732 | 4,684,273 | 4,167,098 | 4,496,726 |
| Interfund Transfer | 324,039 | - | - | - | - |
| Reserve for Future Expenditures | - | - | 537,052 | - | 696,253 |
| Contingency | - | - | 536,704 | - | 223,044 |
| Ending Fund Balance | 1,573,538 | 1,944,129 | - | 1,835,831 | - |
| Total Requirements | 5,205,713 | 5,618,861 | 5,758,029 | 6,002,929 | 5,416,023 |

| | | | | | |
|---------------------------------------|-------|-------|-------|-------|-------|
| Budgeted Full-Time Equivalents | 18.70 | 18.90 | 22.40 | 22.40 | 20.15 |
|---------------------------------------|-------|-------|-------|-------|-------|



Current Operating Revenues vs. Expenditures



Description of Fund

The Planning Fund provides the resources for the Land Use & Permitting function (Planning Division) and the Long Range Land Use Planning program. The planning division is responsible for processing land use permits, preparing land use plans, and providing the public and other agencies with land use information. The Long-Range Land Use Planning activities include updated the Zoning Development Ordinance and coordinating with local and regional jurisdictions on various land use issues.

This fund also covers a Historic Preservation program responsible for the Heritage Tree program and designating historic landmark structures, as well as the cost of administering and updating the County's Community Rating System (Floodplain Program) which results in a substantial reduction in floodplain insurance premiums for residents living in regulated floodplains in the unincorporated areas of the County.

The planning division provides staffing to support the County's Historic Review Board, Design Review Committee, Planning Commission, Land Use Hearings Officer, and Board of County Commissioners in reviewing land use applications.

Revenue Summary

This program relies heavily on General Fund support to provide:

- Full support for the Public Service function (providing information at the customer service counter and on the phones, public outreach programs, and community planning organizations, Hamlet and Village presentations); and
- Partial support for the Land Use Development Review function, for projects that include the preparation of community plans, amendments to the comprehensive plan and zoning ordinance, and preparation of land use plans as requested by the Board of County Commissioners, Planning Commission, or citizens or required by regional, state and federal governments.

Land use application fees offset some of the costs of processing land use applications and are dependent on economic trends and development activity.

Revenue is generated through contracts for services with the Engineering Division, Water Environment Services, and Business and Community Services. The Division also provides planning services on contract for the cities of Estacada, Molalla, and Gladstone. These local revenue sources are variable and dependent upon the needs of the contracting bodies.

Expenditure Summary

Personnel costs account for about two-thirds of the total budget, leaving one-third for materials and services. Significant expenditures in the materials and services category include allocated costs to other County divisions, building rent, contracted services for a land-use hearings officer, and zoning code compliance services.

Significant Issues & Changes

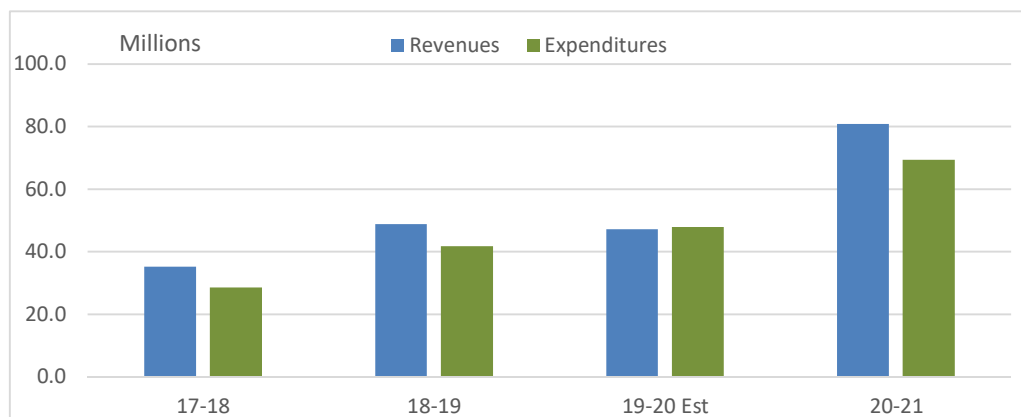
The Land Use Planning program receives General Fund support to help subsidize the public service function. Many of the citizen inquiries we respond to are not related to, and do not result in, a formal land use application, making full programmatic cost recovery through land use application fees challenging. For example, between July 2018 and June 2019, more than 20,000 customers came in to the public service lobby or called our planning phone line with basic land use inquiries. During this same time we only took in 514 formal land use applications, showing that only 2.5% of these interactions resulted in an application.



Public Ways and Facilities

Road Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 19,587,300 | 24,193,643 | 30,565,622 | 30,340,610 | 26,785,682 |
| Current Revenues | | | | | |
| Prior Year Revenue | 87,253 | 314,430 | - | 160,040 | - |
| Federal Revenue | 1,051,917 | 3,035,748 | 1,824,608 | 2,479,528 | 3,539,093 |
| State Revenue | 27,353,779 | 31,954,479 | 37,154,043 | 32,511,743 | 38,005,080 |
| Local Revenue | 380,808 | 459,012 | 1,028,001 | 1,011,236 | 901,635 |
| Licenses | 173,502 | 206,969 | 242,000 | 620,742 | 145,000 |
| Fees & Fines | 4,488,955 | 3,672,998 | 8,690,064 | 9,306,763 | 14,547,283 |
| Other Revenue | 461,872 | 4,887,323 | 480,280 | 714,033 | 20,095,780 |
| Interfund Transfers | 1,234,919 | 4,353,976 | 431,747 | 351,094 | 3,672,243 |
| Subtotal Current Revenues | 35,233,005 | 48,884,935 | 49,850,743 | 47,155,179 | 80,906,114 |
| Total Resources | 54,820,305 | 73,078,578 | 80,416,365 | 77,495,789 | 107,691,796 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 16,669,546 | 17,942,848 | 20,513,612 | 17,863,588 | 21,111,770 |
| Materials & Services | 8,860,492 | 11,619,026 | 23,002,413 | 17,517,934 | 17,086,629 |
| Allocated Costs | 2,430,242 | 2,582,407 | 3,010,509 | 3,010,509 | 2,835,393 |
| Capital Outlay | 594,601 | 9,633,571 | 21,593,233 | 9,510,240 | 28,413,822 |
| Subtotal Current Expenditures | 28,554,881 | 41,777,852 | 68,119,767 | 47,902,271 | 69,447,614 |
| Special Payments | 66,400 | 179,600 | 2,866,182 | 2,573,458 | 5,637,101 |
| Interfund Transfers | 2,005,383 | - | 194,491 | 234,378 | 4,260,000 |
| Reserves | - | - | 5,044,176 | - | 22,551,862 |
| Contingency | - | - | 4,191,749 | - | 5,795,219 |
| Ending Fund Balance | 24,193,641 | 31,121,126 | - | 26,785,681 | |
| Total Requirements | 54,820,305 | 73,078,578 | 80,416,365 | 77,495,789 | 107,691,796 |
| Budgeted Full-Time Equivalents | 138.75 | 148.90 | 160.45 | 160.45 | 163.20 |



Current Operating Revenues vs. Expenditures



Description of Fund

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

Transportation Maintenance

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

Transportation Engineering & Construction

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

DTD (Department of Transportation and Development) Capital Projects were moved into Fund 215 in FY 2018-19 to more effectively track the revenues and expenditures of projects within the department. Capital project expenditures include planning, design, construction, and right-of-way purchase for road projects, bike/pedestrian projects, safety projects, bridge projects, and storm drainage projects.

Historically, the major sources of capital project revenues are inter-fund transfers from:

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

Traffic Safety

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

Land Use & Permitting: Transportation Development Review

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

Long-Range Transportation Planning

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

Damascus Roads

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

Community Road Fund (CRF)

Community Road Fund (CRF)

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

Department Administration

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

Revenue Summary

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

Historically, we have relied on the local funds, such as Tax Increment Financing (TIF) in urban renewal districts and transportation system development charges to fill the gap between the state and federal revenues for new project construction. TIF funds are dwindling and system development charges can only be used for a percentage of the total project cost. Unfortunately, none of these sources have been steady, and the purchasing power of each dollar received has declined as the cost of labor and material continues to increase.

Roads connect people, goods, and services and the condition of this vital asset is getting worse as Federal and State funding has not kept pace with road maintenance costs. Without a local funding source, Clackamas County is falling behind with many roads already needing to be reconstructed at a much greater cost than preventive maintenance.

Expenditure Summary

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

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

The Traffic Safety program focuses on education and outreach to citizens and businesses. As such, a majority of their expenses are in the form of staff time and outreach.

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

The Long Range Transportation Planning program continues to focus on its role of coordinating with local and regional partners, working with the North Clackamas School District to identify key routes where improvements create safer places for children to bike and walk to school, the implementation of the ADA transition plan and other transportation planning activities.

Significant Issues and Changes

The recent passage of House Bill 2017 provided the relief of some additional road funding that will increase over the next 10-years, ultimately forecast to provide an additional \$13 million each year for Clackamas County transportation programs.

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

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



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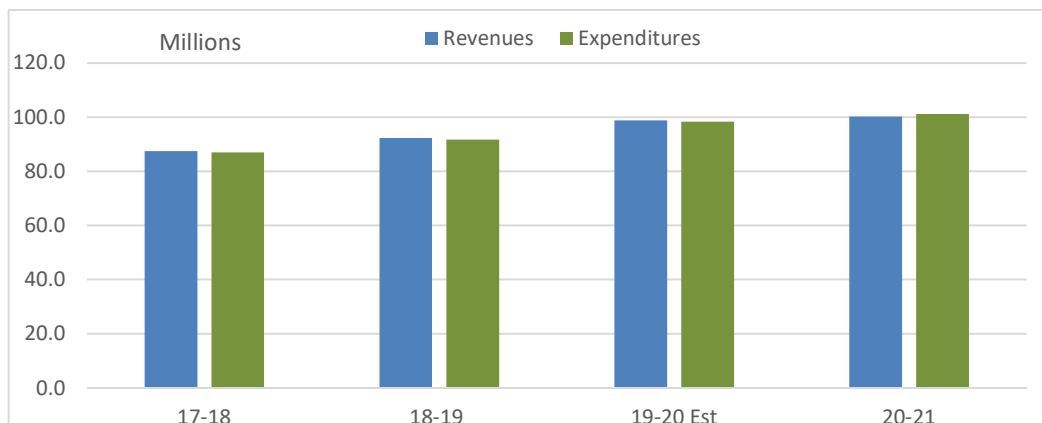
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Public Protection

Sheriff Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 3,553,124 | 2,586,815 | 1,495,371 | 1,495,371 | 1,444,357 |
| Current Revenues | | | | | |
| Prior Year Revenue | 27,718 | 234,097 | - | 143,572 | - |
| Taxes | 11,560,665 | 12,394,386 | 12,444,636 | 12,194,575 | 12,855,196 |
| Federal Revenue | 656,844 | 918,498 | 959,774 | 751,295 | 951,700 |
| State Revenue | 260,478 | 612,235 | 280,000 | 318,376 | 391,000 |
| Local Revenue | 7,638,522 | 9,366,932 | 9,137,101 | 10,678,507 | 10,986,082 |
| Licenses | 752,876 | 618,354 | 603,500 | 452,500 | 575,000 |
| Fees & Fines | 2,009,113 | 2,255,547 | 2,303,850 | 1,642,968 | 2,507,660 |
| Other Revenue | | | | | |
| Salary Reimbursements | 5,168,667 | 5,376,765 | 5,896,892 | 5,696,018 | 6,211,517 |
| Miscellaneous | 579,507 | 1,141,941 | 697,375 | 893,504 | 645,912 |
| Interfund Transfers | 58,834,074 | 59,429,864 | 66,058,400 | 66,058,400 | 65,093,998 |
| Subtotal Current Revenues | 87,488,464 | 92,348,619 | 98,381,528 | 98,829,715 | 100,218,065 |
| Total Resources | 91,041,588 | 94,935,434 | 99,876,899 | 100,325,086 | 101,662,422 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 67,833,448 | 72,955,195 | 75,899,197 | 76,657,190 | 78,421,713 |
| Materials & Services | 15,262,978 | 14,381,686 | 16,938,063 | 15,388,067 | 16,323,915 |
| Allocated Costs | 3,788,280 | 3,869,833 | 4,670,629 | 4,670,629 | 4,674,002 |
| Capital Outlay | 159,936 | 458,107 | 1,893,620 | 1,696,503 | 1,836,870 |
| Subtotal Current Expenditures | 87,044,642 | 91,664,821 | 99,401,509 | 98,412,389 | 101,256,500 |
| Special Payments | 113,835 | 12,061 | 45,000 | 45,000 | 45,000 |
| Interfund Transfers | 1,296,296 | 1,763,181 | 430,390 | 423,340 | 360,922 |
| Ending Fund Balance | 2,586,815 | 1,495,371 | - | 1,444,357 | - |
| Total Requirements | 91,041,588 | 94,935,434 | 99,876,899 | 100,325,086 | 101,662,422 |
| Budgeted Full-Time Equivalents | 431.60 | 436.75 | 462.00 | 462.00 | 456.00 |



Current Operating Revenues vs. Expenditures



Description of Fund

The Public Safety Local Option Levy Fund was established to account for activities supported by a local option tax that was first approved by voters in November 2006 and subsequently renewed in 2011 and 2016. The 2017-18 budget reflects the first year of the latest five year renewal of a fixed rate levy of \$0.248 per \$1,000 of assessed value in the County.

The levy has provided 31 FTE to keep approximately 84 jail beds open. These beds had been closed since 2002 due to lack of revenue. The levy also funds 18 patrol positions and expands enforcement to combat drug abuse and other drug related crimes by funding 11 positions in the Investigations Division.

The Sheriff's Operations Fund accounts for all budget activities of the Sheriff's Office not paid for by the Enhanced Law Enforcement District and is comprised of the following:

The *Administration Division* exercises supervision over all divisions and establishes policy and long-range planning; composes and monitors all division budgets; prepares statistical information; and directs procurement, maintenance and storage of supplies and equipment. Public information and internal investigations are also included under this division.

The newly established *Operational Support and Training and Wellness Divisions* replace the previous *Support Services Division*. This brings the Sheriff's Office a step closer to implementing Programs per the Managing for Results Strategic Plan implemented in January 2020. The *Operational Support Division* is comprised of the Facilities, Fleet, Information Technology, Personnel and Records functions. The Personnel section is responsible for coordinating all hiring efforts including background investigations of all department personnel. Information Technology coordinates all computer needs for the Sheriff's Office including desktop equipment, laptops and phones to enable information access in patrol cars. The Records unit processes criminal reports taken by Patrol and Investigations. It also maintains warrants and protective orders for Clackamas County and various city police departments and assists crime analysis and case management efforts.

The *Training and Wellness Division* oversees the Training, Wellness and Public Safety Training Center activities. The Training and Wellness Division is responsible for a variety of functions including coordination of training for the entire Sheriff's Office and ensuring that all training required to keep sworn staff certified is completed and properly recorded. Activity at the Public Safety Training Center accounts for costs of a facility which houses a shooting range plus meeting and classroom space. The facility is used by County staff, as well as, other law enforcement agencies in the area. Fees are charged to outside agencies and public users to cover costs related to maintenance and operation. The goal is to have the facility pay for itself between fees and overtime savings generated from deputies being able to shoot during their regular shifts.

The *Patrol Division* provides patrol services to ensure protection of life, property and individual rights, utilizing uniformed officers who employ a proactive, community policing approach rather than a reactive approach to policing whenever possible. It is solely responsible for patrolling County roads and waterways and includes special units such as special weapons and tactics (SWAT), search and rescue (SAR) and a K-9 unit.

The *Investigations Division* is responsible for responding to and investigating major criminal incidents, as well as processing any evidence relating to those crimes. The division is comprised of the following units to create a coordinated and specialized response to events within the County: Homicide and Violent Crimes Unit (HVCU), Property Crimes, Child Abuse Team (CAT), Clackamas County Interagency Task Force (CCITF), Computer Forensics, Crime Scene Investigation (CSI), Forensic Art, Property and Evidence, and the Domestic Violence Response Team (DVERT). In addition to any unit-specific training and knowledge an Investigations member must maintain special skills such as warrant preparation, interviewing techniques, evidence collection and preparation, preparing for and testifying at trial, and other assigned and required duties.

The *Civil Division* is responsible for serving civil process, providing security for 13 courtrooms spread between the county courthouse, juvenile building, and justice court, and transport of individuals in custody to and from the courthouse for trial, sentencing and appearances.

The *Jail Division* maintains a safe and secure jail facility for both inmates and staff in compliance with statutory authority, court decisions and Oregon Jail Standards. It strives to keep all citizens of the community safe and to positively impact those who are held or who must serve sentences in the facility.

Revenue Summary

In the proposed FY 2020-21 budget, the Sheriff's Operations Fund receives 65%, or \$65,347,908, of its revenue from property tax and other general county resources in the form of an interfund transfer from the General Fund. Other major sources of revenue include \$13,616,003 from the Public Safety Local Option Levy, contracts with the cities of Estacada, Happy Valley, and Wilsonville (local revenue) at \$9,536,859; a reimbursement from the Enhanced Law Enforcement District for personnel costs (other revenue) at \$6,351,579 and a variety of fees for services such as alarm permits and civil process service.

Expenditure Summary

The largest expenditure category in the Sheriff's Operations Fund is Personal Services (77%) at \$78,421,713, which pays for 456 full-time equivalent positions (309 FTE paid by the General Fund, 87 FTE paid by the Enhanced Law Enforcement District (District) and contracts with outside agencies for police services, and 60.00 FTE in the Public Safety Local Option Levy). Of the \$78,421,713 personal services cost, \$10,807,602 is paid by the Levy, \$11,354,782 is paid by contracted police services. Approximately \$56m is paid by the General Fund. In the materials and services category a significant expenditure includes \$3,326,400 for contracted medical and mental health services to inmates at the jail. FY 2020-21 Cost Allocation charges to the Sheriff's Operations Fund total \$4,674,002.

Significant Issues & Changes

Due to a \$2m reduction in General Fund support for FY 2020-21, the Sheriff's Office removed 6 Jail Deputies from its staff roster. The Deputies were the last added positions to the budget via a fulfilled Policy Level Proposal. The elimination of these positions resulted in the closure of 26 Jail beds.

The Sheriff's Office completed work on its strategic plan. The plan was vetted with County Administration in December 2019 and implemented in January 2020.

The Clackamas County Jail earned full National Commission on Correctional Health Care (NCCHC) accreditation, with all areas in compliance. The accreditation process involved a detailed external peer review — including a site survey — to ensure the Jail met national standards for the provision of health services, as set by the health, legal and corrections professions.



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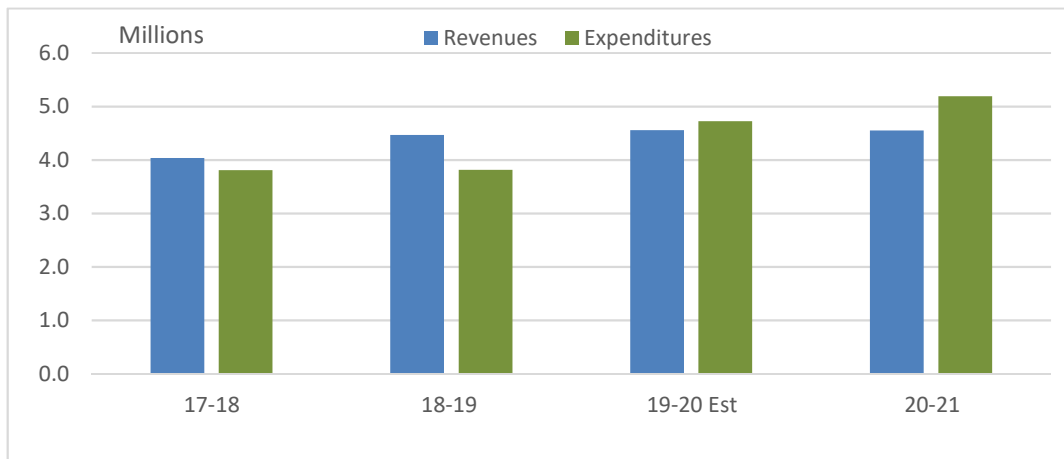
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General Government

Code Enforcement & Resource Conservation & Solid Waste Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 2,175,229 | 2,312,203 | 2,885,683 | 2,885,683 | 2,675,051 |
| Current Revenues | | | | | |
| State Revenues | 16,233 | - | - | - | 45,000 |
| Local Revenue | 424,481 | 443,613 | 585,000 | 597,151 | 633,717 |
| Licenses | 2,172,484 | 2,323,243 | 2,202,000 | 2,194,450 | 2,108,000 |
| Fees & Fines | 1,217,566 | 1,239,568 | 1,334,378 | 1,343,736 | 1,354,310 |
| Other Revenue | 68,933 | 134,297 | 52,140 | 150,989 | 129,600 |
| Interfund Transfers | 134,534 | 322,970 | 271,136 | 271,136 | 279,844 |
| Subtotal Current Revenues | 4,034,231 | 4,463,691 | 4,444,654 | 4,557,462 | 4,550,471 |
| Total Resources | 6,209,460 | 6,775,894 | 7,330,337 | 7,443,145 | 7,225,522 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 2,321,522 | 2,432,929 | 3,178,014 | 3,081,516 | 3,213,686 |
| Materials & Services | 888,568 | 967,331 | 1,416,354 | 1,046,313 | 1,219,425 |
| Allocated Costs | 356,825 | 365,752 | 465,265 | 465,265 | 579,893 |
| Capital Outlay | 239,110 | 49,198 | 175,000 | 130,000 | 175,000 |
| Subtotal Current Expenditures | 3,806,025 | 3,815,210 | 5,234,633 | 4,723,094 | 5,188,004 |
| Special Payments | 16,233 | - | - | - | - |
| Interfund Transfer | 75,000 | 75,000 | 75,000 | 45,000 | 345,000 |
| Reserve for Future Expenditures | - | - | 1,363,917 | - | 1,015,792 |
| Contingency | - | - | 656,787 | - | 676,726 |
| Ending Fund Balance | 2,312,203 | 2,885,682 | - | 2,675,051 | - |
| Total Requirements | 6,209,460 | 6,775,894 | 7,330,337 | 7,443,145 | 7,225,522 |
| Budgeted Full-Time Equivalents | 16.80 | 21.00 | 23.94 | 23.94 | 23.94 |



Current Operating Revenues vs. Expenditures



Code Enforcement, Sustainability & Solid Waste (SSW) & Septic and Onsite Wastewater Program (SOWP) Fund

CODE ENFORCEMENT

Description of Fund

Code Enforcement addresses violations of codes and ordinances administered by a variety of workgroups in the Department of Transportation and Development (DTD). It is the goal of the code enforcement function to work cooperatively and collaboratively with the County agencies on whose behalf they perform this work and with citizens to ensure safety, preserve resources, enhance community livability and quality of life, and reduce environmental degradation.

Revenue Summary

- Building Codes provides revenue for code-related violations of the Oregon Structural Specialty Code, Oregon Residential Specialty Code, Oregon Electrical Specialty Code, Oregon Plumbing Specialty Code, the Oregon Mechanical Code, the Code for the Abatement of Dangerous Buildings and Structures (local ordinance), County Grading Ordinance amongst others.
- Transportation Engineering pays for the enforcement of the Road Use Code, for the enforcement of conditions of approval established in land-use decisions, and for mediation service costs associated with road use issues.
- Planning & Zoning pays the cost of compliance services for violations of the Zoning and Development Ordinance which now includes marijuana-related violations.
- Resource Conservation & Solid Waste pays for the enforcement of Clackamas County's Solid Waste Code.

Expenditure Summary

Historically, Code Enforcement (CE) revenues have not kept pace with expenditures, and the balance of building code, solid waste, and zoning compliance actions have been funded by solid waste franchise fees. The program receives a small contribution from the general fund which offsets but does not fully cover the shortfall. The gap between the actual cost of operating the CE program and the revenue collected through direct billings for services will begin to widen as costs for the CE program continue to increase and as demand for services increases due to recent policy directives, changes in enforcement priorities, and recent enforcement areas such as those related to marijuana.

Significant Issues and Changes

The Code Enforcement Program is now operated based on current enforcement policies and philosophy as directed by the Board of Commissioners (BCC). The program still encourages voluntary resolution of code violations and staff works cooperatively with property owners within the County in the resolution of compliance issues related to their property. With the modifications made as a result of the performance review performed in 2013-14 and prior BCC recommendations and directives, the program is more efficient and predictable. New practices and cost recovery mechanisms (like the monthly \$75 file maintenance fee and the availability of collection methods not previously available to the County) help to ensure that the County can more effectively recoup costs associated with enforcement actions.

SUSTAINABILITY & SOLID WASTE (SSW)

Description of Fund

Sustainability & Solid Waste (SSW) provides for a safe, healthy and effective solid waste and recycling collection system; the oversight and administration of franchised private collection companies and one transfer station that serve 52,000+ business and residential accounts and pick up garbage, recycling and yard debris an estimated 6.7 million times a year; technical assistance, outreach, and education to reduce waste and promote best practices among businesses, residents, and schools; and participation in regional and state waste planning. The program ensures community-wide compliance with goals and objectives of the Regional Solid Waste Management Plan and Oregon Revised Statutes such as the Opportunity to Recycle Act for the unincorporated and incorporated areas of the county.

These programs and initiatives save money, honor and conserve natural resources, prevent waste, and ensure a healthy, safe, solid waste and recycling system, contributing towards the well-being of the County now and for future generations.

Revenue Summary

The program is funded almost completely by franchise fees and regional revenue from Metro. Franchise fees are a percentage of the gross revenue received by collection companies for garbage and recycling services. Metro returns revenues to the county that originate from regional solid waste fees to maintain existing programs and occasionally offers additional funds to support additional technical assistance to businesses or to support emerging recovery or waste reduction goals. Agreements are in place with all local cities that direct Metro funding to the County in return for the County taking responsibility to plan and implement required programs in those cities and to engage in regional planning. Other nominal revenues come from fines on solid waste violations, recycling licenses, and incentives tied to the solar array on the Development Services Building (DSB).

In past years the program has also received grants to promote more efficient, greener county operations through energy and water efficiency, solar projects, practices that reduce waste and procurement of more environmentally responsible goods, and have also promoted public education on energy efficiency and renewable energy.

Expenditure Summary

The County is a leader in developing and implementing new and innovative waste reduction programs. Franchise fees and regional funds pay for the administration of the solid waste collection system, the associated waste reduction, and technical assistance programs, and the annual financial review of collection companies and their costs, to set garbage and recycling collection fees. These funds are also used to enforce and abate solid waste code violations and nuisances. In FY 2019-20 these funds will also support the Dump Stoppers program. Metro funds are directed to increase technical assistance to businesses and to meet community education requirements; addressing food waste through collection, food donation, and waste reduction efforts is a current priority for Metro funds. Incentive payments tied to the DSB solar array are set aside for energy efficiency projects in County operations and to support this program's role as a co-champion for Strategic Energy Management.

Significant Issues and Changes

Continued priorities include the development of food scrap collection, modernizing and updating franchise administrative rules and code, and finalizing the County's first Disaster Debris Plan. An issue that emerged in 17-18 and will remain a challenge, with implications for collection fees, is the significant drop in recycling markets. Engaging at the regional and state level to manage the problem, and developing strategies to partially mitigate the problem by reducing contamination in recycling is a new focus.

Amidst continued evidence of climate change and the growing recognition of the importance of aggressively reducing our carbon footprint, the Board continues to reaffirm historic climate commitments. Much of the carbon emissions we generate are influenced by or related to the use of energy for buildings, transportation, and solid waste, making DTD ideal for a coordinating role as the Board explores how the County can fulfill its climate commitments.

With a healthy fund balance, the program is presented with opportunities to (a) maintain an operational reserve, (b) pursue new strategies for food donation, promote waste reduction, and reduce contamination in recycling, and/or (c) provide businesses with assistance in modernizing garbage and recycling enclosures.

SEPTIC & ONSITE WASTEWATER

Description of Fund

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

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

Revenue Summary

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

Expenditure Summary

The Septic & Onsite Wastewater expenditures are covered by fees for service.

Significant Issues and Changes

The Septic & Onsite Wastewater Program (SOWP) expenditures are covered by local fees for service.



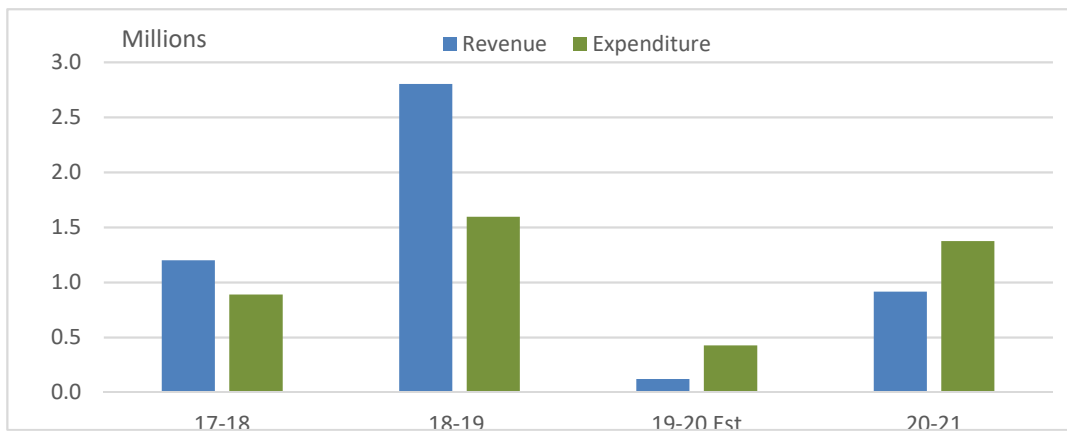
General Government

Property Resources Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 1,778,870 | 1,918,733 | 2,494,667 | 2,827,175 | 2,400,082 |
| Current Revenues | | | | | |
| Fees & Fines | 488,000 | 1,259,001 | 386,961 | 58,773 | 400,000 |
| Other Revenue | | | | | |
| Land Sale Proceeds | 682,499 | 1,467,372 | 450,000 | 46,912 | 500,000 |
| Miscellaneous | 28,915 | 76,620 | 26,961 | 15,000 | 15,000 |
| Subtotal Current Revenues | 1,199,414 | 2,802,993 | 863,922 | 120,685 | 915,000 |
| Total Resources | 2,978,284 | 4,721,726 | 3,358,589 | 2,947,860 | 3,315,082 |

| Requirements by Category | | | | | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Current Expenditures | | | | | |
| Personnel Services | 159,930 | 172,988 | 195,302 | 195,302 | 178,942 |
| Materials & Services | 689,288 | 1,365,933 | 548,722 | 194,628 | 560,417 |
| Allocated Costs | 24,115 | 24,129 | 25,178 | 25,178 | 26,302 |
| Capital Outlay | 14,118 | 31,500 | 360,000 | 10,000 | 610,000 |
| Subtotal Current Expenditures | 887,451 | 1,594,550 | 1,129,202 | 425,108 | 1,375,661 |
| Special Payments | 172,102 | 300,000 | 259,630 | 122,670 | 165,000 |
| Interfund Transfer | - | - | 100,000 | - | 100,000 |
| Reserve for Future Expenditures | - | - | 1,708,855 | - | 1,527,463 |
| Contingency | - | - | 160,902 | - | 146,958 |
| Ending Fund Balance | 1,918,733 | 2,827,175 | | 2,400,082 | |
| Total Requirements | 2,978,284 | 4,721,726 | 3,358,589 | 2,947,860 | 3,315,082 |

| | | | | | |
|---------------------------------------|------|------|------|------|------|
| Budgeted Full-Time Equivalents | 1.20 | 1.40 | 1.40 | 1.40 | 1.20 |
|---------------------------------------|------|------|------|------|------|



Current Operating Revenues vs. Expenditures

**Description of Fund**

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

The *Tax Title Land Program* accounts for tax foreclosed property proceeds. The County annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the County in lieu of the uncollected taxes. The properties are then typically sold at public auction or transferred to other government agencies for public use. The *Tax Title Land Program* receives the proceeds from the sale of those properties. In return, it reimburses the *Property Disposition Program* for all costs associated with the management and disposal of the foreclosed properties. Any funds remaining are distributed to the taxing districts of the County.

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

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

Revenue Summary

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

Expenditure Summary

Tax Title Land Program expenditures include an Internal County Contracted Service charge of \$400,000 paid to the *Property Disposition Program* to reimburse the program for costs related to the management of tax foreclosed properties in Clackamas County.

Property Disposition Program expenditures include a Property Agent position and other expenditures including legal services, property management services, and other costs associated with the holding, sale, and transfer of surplus real properties. Expenditures also include a Reserve for Future Expenditures of \$1,527,463 to mitigate costs related to the unknown hazards and possible clean-up of future hazardous contaminated tax foreclosed properties.

Significant Issues & Changes

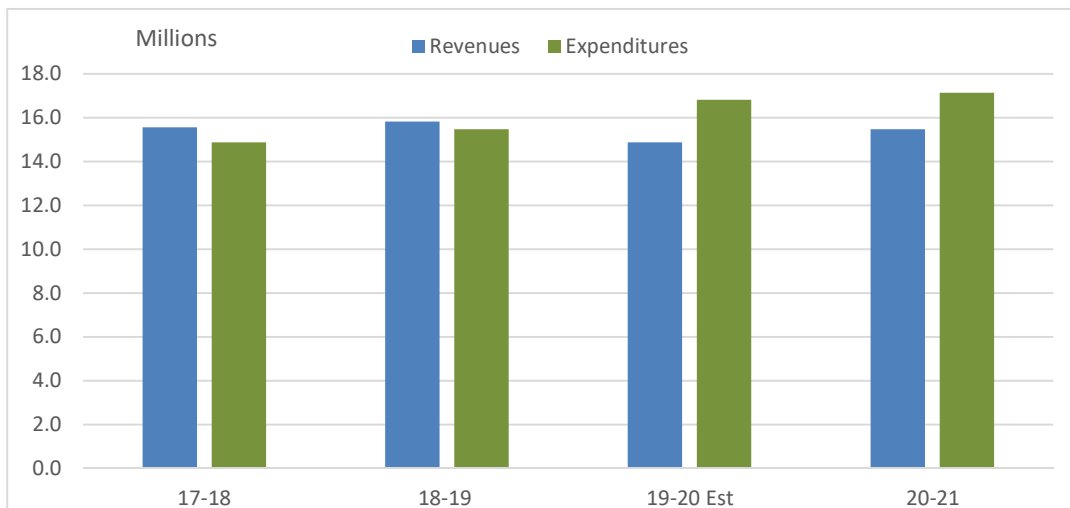
- Exposure to unknown hazardous property conditions can create a significant risk management and financial liability to the *Property Disposition Program*. As the program does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax foreclosed 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.



Public Protection

Community Corrections Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 3,204,850 | 3,774,149 | 4,000,825 | 4,000,825 | 1,932,610 |
| Current Revenues | | | | | |
| Federal Revenue | - | 3,244 | 316,365 | 16,374 | 425,688 |
| State Revenue | 9,898,063 | 9,897,382 | 9,670,817 | 8,991,961 | 9,151,547 |
| Local Revenue | 131,550 | 154,000 | 140,000 | 140,000 | 140,000 |
| Service Fees & Fines | 837,458 | 784,646 | 806,805 | 768,100 | 766,275 |
| Other Revenue | | | | | |
| Client Maintenance Fees | 55,349 | 108,949 | 97,000 | 85,000 | 85,000 |
| Miscellaneous | 90,808 | 201,580 | 73,230 | 77,011 | 53,617 |
| Interfund Transfers | 4,546,938 | 4,672,087 | 4,790,582 | 4,790,582 | 4,848,763 |
| Subtotal Current Revenues | 15,560,166 | 15,821,888 | 15,894,799 | 14,869,028 | 15,470,890 |
| Total Resources | 18,765,016 | 19,596,038 | 19,895,624 | 18,869,853 | 17,403,500 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 10,508,291 | 11,133,113 | 13,169,451 | 12,073,500 | 12,390,904 |
| Materials & Services | 3,307,218 | 3,314,359 | 4,821,228 | 3,530,651 | 3,594,193 |
| Allocated Costs | 1,009,701 | 1,027,162 | 1,185,739 | 1,185,739 | 1,151,092 |
| Capital Outlay | 45,078 | - | 30,000 | 30,000 | - |
| Subtotal Current Expenditures | 14,870,288 | 15,474,634 | 19,206,418 | 16,819,890 | 17,136,189 |
| Special Payments | 120,579 | 120,579 | 223,630 | 117,353 | 267,311 |
| Contingency | - | - | 465,576 | - | - |
| Ending Fund Balance | 3,774,149 | 4,000,825 | | 1,932,610 | |
| Total Requirements | 18,765,016 | 19,596,038 | 19,895,624 | 18,869,853 | 17,403,500 |
| Budgeted Full-Time Equivalents | 89.00 | 96.00 | 106.00 | 106.00 | 98.08 |



Current Operating Revenues vs. Expenditures



Description of Fund

The Community Corrections Fund was established to receive moneys from the State Department of Corrections to manage adult parole and probation supervision services and interventions in Clackamas County. Funds are allocated to counties each biennium derived from a legislative formula. Counties develop plans in partnership with their Local Public Safety Coordinating Councils that identify how Community Corrections will serve the local offender population. Community Corrections operates the following programs:

- *Residential Treatment & Counseling* provides pro-social guidance, treatment, employment, and housing services to clients so they can experience their best opportunity for successful, pro-social reintegration into the community.
- *Transitional Resource Program* provides pre-release, assessment, referral and stabilization services to justice involved individuals, those at risk and those affected so they can experience their best opportunity for successful, pro-social reintegration into the community.
- *Community Services Program* provides a cost effective workforce and safe, pro-social sentencing alternative to local community partners and justice involved individuals so they can be accountable for their offense, while contributing to and remaining in their local community.
- *Parole & Probation Supervision Program* provides assessments and case planning, counseling, intervention and accountability services to individuals on parole or probation so they can experience their best opportunity for successful, pro-social reintegration into the community.
- *Pretrial Services* provide services to reduce forced jail releases, maximize appropriate jail releases, maximize court appearances, and maximize public safety. Pretrial supervision ensures increased accountability of released defendants in the community with risk-based supervision of pretrial conditions and ensuring that offenders who need to stay in custody remain.
- *Victim Services Program* provides outreach, support, safety planning, advocacy, and victim notification services to survivors and victims of crime so they can make informed choices, recover, and feel safer.

Revenue Summary

The largest revenue source in the Community Corrections Fund and other State Revenue (46.04%) which is dedicated to felony offender supervision. General Fund (27.86%) provides misdemeanor supervision and client treatment services. Client Fees and Fines make up 4.08%, Community Service Work contracts contribute 1.28% and a Bureau of Justice grant is funding 2.44%. Prior year revenue (non-grant) is 8.5% of the budget. The Justice Reinvestment funds (including carryover from Year 1) total 9.47% and will continue to support the Pretrial program and expansion of Short-Term Transitional Leave (STTL) and Corrections Substance Abuse Program (CSAP) through December 2021.

Expenditure Summary

Personnel service costs represent the largest expenditure in this fund, accounting for 71.2% of the total budget. Materials and services total 22.19% and include contracted housing, mentoring, employment, and sex offender treatment services. Allocated costs amount to 6.61%.

Significant Issues and Changes

This is year two of the State budget 2019-2021 biennium. Last fiscal year we assumed our state funding would remain level as the State budget is not final until July. Community Corrections saw an 8.16% reduction of state funding which resulted in a loss of \$1,428,530 (\$714,265 annually) over the biennium. Due to this loss of funding, the following reductions were made:

- 1.0 FTE Community Corrections Counselor – Residential Treatment & Counseling (Unfilled)
- 1.0 FTE Community Corrections Officer 2 – Residential Treatment & Counseling (Unfilled)
- 4.0 FTE Parole & Probation Officer 2 – Parole & Probation Supervision (Unfilled)
- 20 Mental Health beds offering housing and support – Parole & Probation Supervision (\$310,173)
- 1.5 FTE Mentor – Transition Resources (\$99,663)
- Employment services and support – Transition Resources (\$98,990)
- GED completion program – Transition Resources (\$35,840)
- client support – Transition Resources (\$15,000)
- Drug testing services – Transition Resources and Parole & Probation Supervision (\$5,000)
- 1.0 FTE Administrative Specialist 1 – Operational Support (Unfilled)
- 1.0 FTE Deputy Director – Office of the Director (Unfilled)

Justice Reinvestment grant funds were received for the 2019-2021 biennium. \$2,276,648 in JRI funds will support the Pretrial program and the expanded Short-Term Transitional Leave and Corrections Substance Abuse Program. Funding includes \$234,706 for Victim's 10% programs to support underserved populations in Clackamas County. Funding was received January 2020 and will support these programs through December 2021.

The Transition Center (TC) will likely close so current TC employees can be reassigned to other programs to maintain services impacted by the reduction of the 8.0 County FTE listed above.



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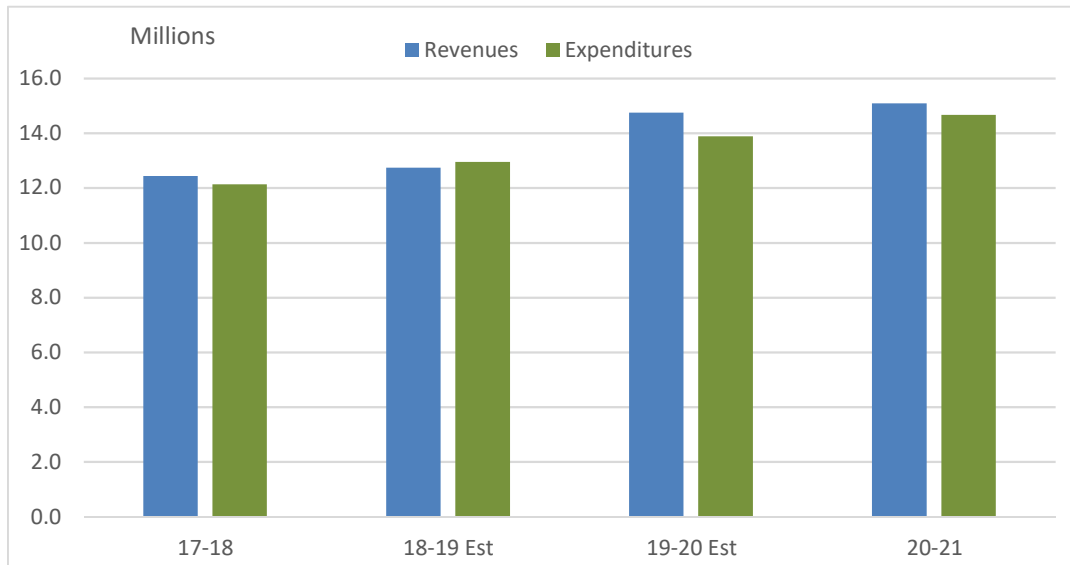
CLACKAMAS
C O U N T Y



Public Protection

District Attorney Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 844,503 | 718,956 | 64,072 | 52,970 | 97,604 |
| Current Revenues | | | | | |
| Prior Year Revenue | 308,767 | 343,018 | 480,461 | 480,461 | 305,665 |
| Federal Revenue | 1,148,860 | 1,329,141 | 1,994,348 | 1,835,469 | 2,075,462 |
| State Revenue | 863,589 | 735,322 | 817,844 | 828,946 | 815,404 |
| Fees & Fines | 304,954 | 278,161 | 305,268 | 305,268 | 330,973 |
| Other Revenue | 2,800 | 1,919 | 905 | 935 | - |
| Interfund Transfers | 9,813,106 | 10,051,182 | 11,304,057 | 11,304,057 | 11,557,337 |
| Subtotal Current Revenues | 12,442,076 | 12,738,743 | 14,902,883 | 14,755,136 | 15,084,841 |
| Total Resources | 13,286,579 | 13,457,699 | 14,966,955 | 14,808,106 | 15,182,445 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 9,923,008 | 10,823,430 | 12,161,962 | 11,652,415 | 12,556,871 |
| Materials & Services | 1,337,469 | 1,269,207 | 1,239,852 | 1,168,281 | 1,080,780 |
| Allocated Costs | 867,146 | 860,990 | 1,065,141 | 1,065,141 | 1,025,794 |
| Subtotal Current Expenditures | 12,127,623 | 12,953,627 | 14,466,955 | 13,885,837 | 14,663,445 |
| Special Payments | 440,000 | 440,000 | 500,000 | 500,000 | 500,000 |
| Interfund Transfers | - | - | - | 19,000 | 19,000 |
| Ending Fund Balance | 718,956 | 64,072 | - | 403,269 | - |
| Total Requirements | 13,286,579 | 13,457,699 | 14,966,955 | 14,808,106 | 15,182,445 |
| Budgeted Full-Time Equivalents | 74.45 | 76.00 | 83.70 | 83.70 | 82.70 |



Current Operating Revenues vs. Expenditures



Description of Fund

The mission of the Clackamas County District Attorney's Office is to seek justice by fairly and impartially enforcing Oregon's criminal laws with honesty and integrity. Our ultimate goal is justice for victims, defendants and communities, holding offenders accountable for their criminal conduct and harm to others, and seeking safety for our communities.

The county provides the financial support required for the District Attorney's office to meet its responsibility in carrying out the duties required of the District Attorney pursuant to Federal and State laws and regulations. This includes - the prosecution of adult and juvenile offenders accused of breaking the law, providing services to crime victims and honoring their constitutional rights and to establish and enforce court ordered child support.

In addition to carrying out the key services outlined above, the District Attorney must work in collaboration with agency partners to find alternative sentencing programs that reduce criminal conduct and are less punitive for lower level criminals.

The District Attorney finds value in collaborating with our criminal justice partners in its programs, however, the number of alternative programs continues to grow and now totals more than 20. The additional workload caused by our participation in alternative sentencing programs is not sustainable long term without increasing resources. Furthermore, we support a more rigorous evaluation of these programs to determine if they actually reduce criminal conduct. As of now, that remains an open question.

The information collected through Performance Clackamas will help inform decisions to continue or eliminate programs and help focus resource allocation.

Revenue Summary

The total revenue for FY 2020-21 for Fund 220 is \$15,182,445. County General Fund is the primary source of revenue and makes up 76.12% / \$11,557,337 of total revenue. Other revenue sources include - Grant funding \$2,248,842, Federal Incentive funding \$239,305, and revenue generated through cost recovery totaling \$240,000 for fees collected by providing defendants copies of evidence through the "discovery" process.

Expenditure Summary

We recognize our responsibilities as custodians of the public's resources, to attempt to allocate taxpayer revenue thoughtfully and make every effort to invest in areas that are most valuable to the community. Those values guide not only our office operations but also how we prioritize our budget. Personnel Services is our greatest expense totaling \$12,556,871 or 82.71% of our total budget followed by Materials and Services totaling \$1,080,780 or 7.12% of our total budget, then Allocated Costs totaling \$1,025,794 or 6.76%.

Significant Issues & Changes

Increase in Revenue

Revenue has increased by \$215,490 in Fund 220. The source of the increase are a culmination of carry over and general fund, family support incentives, and victim assistance grant revenue. Pursuant to the grant contract language, spending is restricted and limited to increasing the services to victims. It is worth mentioning that revenue streams outside of the general fund, more often than not, have spending limitations and can have an impact on services supported by the general fund.

General Fund revenue increased by \$253,280 of which \$237,460 are funds approved from last year's Policy Level Proposal to allocate marijuana sales tax revenue to the Law Enforcement Assisted Diversion (LEAD) Program. The District Attorney is one of several partners in this program whose purpose is to use alternative criminal justice tactics to enhance the quality of life in the community through code enforcement and law enforcement working together, as well as providing addiction treatment and other public health and safety needs for members of our community.

Please note that line item “prior year revenue” is a new line item for our budget. The “prior year revenue” line item is the appropriate way to account for revenue received after the close of fiscal year for expenses reimbursable in 1131, Family Support for the prior fiscal year. To balance our budget a “general fund revenue” reduction is taken the current fiscal year.

Increase in Expenses

Our Personnel Services expenditures increased by \$394,909 or 3.25%. We have reduced Materials and Services costs by \$159,072 or 12.83%. This reduction is a culmination of monies not yet spent in line item computer non-capital for the one-time purchase of software to store evidence, the recordation of grand jury, that was approved in FY 19-20 and additional savings in costs related to printers and printing, file-folder supplies, and other supplies no longer needed due to being paperless.

Increasing Workload Demands

The DA’s Office monitors office wide caseload volume by tracking the number of cases referred from law enforcement, referrals received for juvenile dependency, Court Orders and requests from county residents to establish, modify and collect payments from Obligor in family support. We also track the number services we provide to crime victims.

Criminal referrals for fiscal year 19-20 were trending up but will likely see an overall decrease in referrals or “intake” received due to the outbreak of the COVID-19 pandemic and the effects of the safety measures in place. As of March 31, 2020, we received 6,574 referrals.

The number of police report referrals or “intake” the office received for the previous fiscal year (18-19) increased by 997 to 9,328 over the previous fiscal year (17-18) when we received 8,331.

With the big picture in mind, the DA’s Office has proactively implemented innovative solutions utilizing its current resources to help meet increasing workload demands in an attempt to increase our capacity to continue providing quality services without delay or disruption and with as little demand on the county general fund as possible. We recognize this is our continuous responsibility while also recognizing that at some point we might face diminishing returns on our efforts.

The DA’s office continues to leverage as many as eight law students each year through our work study program. These students participate actively in the work of the office, obtaining valuable hands on experience while under direct supervision of a senior Deputy District Attorney whose responsible for training and directing the students learning experience through on the job training. This program benefits the office and the students by providing the office with cost effective additional legal resources to perform the legal work of the less serious cases, while giving the students the benefit of exposure to the criminal justice system, and real hands on experience prosecuting low level cases under the watchful eye of the senior DDA. The DA’s office has developed excellent working relationships with the three Oregon law schools, who view our program with high regard. This Program has also served as an excellent recruiting tool when seeking to fill deputy district attorney vacancies.

Some of the challenges we face are the unfortunate timing of staff turnover due to attrition, the hiring freeze, and the time it takes to go through the hiring freeze exception approval and hiring processes left our office with a significant gap in support coverage over the past 11 months. Only within the last month have we filled 4 of 8 vacant support staff positions. This puts added stress on the employees in our office who are already working.

In addition, it is important to note that our office continues to be under ever-increasing pressure from the Oregon legislature and appellate courts. Most recently, the courts ruled that non-unanimous juries are no longer permissible for any charges. It appears that many of the cases in which we obtained convictions in the past without a unanimous jury verdict, will be reversed and returned to our office to re-try simply because one or two jurors did not concur in the verdict. It is unclear at this point, how many cases will be affected, but in a worst-case scenario, it could be thousands. It is also worth noting that this issue is one of the least understood and perhaps most mischaracterized that we have seen in many years. First, it is important to note that none of these cases involves any credible claims of innocence. Changing a required verdict from 11-1 or 10-2 to 12-0 will only result in more “hung” juries. “Hung” juries are those that cannot decide unanimously on guilt. The cases that will suffer most from this change will be rape and sexual assaults on children and adults, as well as cases of domestic violence, where there can be a rogue juror that simply won’t convict because of their personal prejudices against these kinds of crimes. Unfortunately, in addition to the time and public expense, child and adult victims of sexual assault will feel the biggest negative impact from this change.

Another area where the legislature has increased our workload and negatively impacted crime victims is the area of violent crime committed by older juveniles, what used to be called Measure 11 for juvenile offenders ages 15-18. Rather than a simplified and expedient process that previously existed, the legislature created a new a highly secretive process that can delay serious cases of homicide, rape and robbery for months, if not years. The legal processes are now highly convoluted and require much more time and more resources, including more use of expensive experts. Meanwhile, crime victims and their families can sit in limbo for months or years uncertain of the outcome.

Grand Jury Recordation

A portion of the funds approved in last year's Policy Level Proposal is to procure technology to manage the digital recordings resulting from each grand jury proceeding. \$166,000 is included in our budget to go toward purchasing the technology and we are working with procurement and technology services to find a vendor.

Ensure Safe, Healthy and Secure Communities

The DA's Office works collaboratively with other agency partners using alternative law enforcement strategies to reduce and/or prevent crime. For years, we used our Community Prosecution and Community Court programs, but we have now added more.

Neighborhood Livability Project ("NLP")

The NLP is a collaborative effort between the community, law enforcement and code enforcement to address the problems caused by vacant houses that invite criminal activity in the County and reduce the quality of life neighborhoods throughout the county. The NLP resolved issues affecting 168 houses that would otherwise reduce the quality of life in Clackamas County neighborhoods. Eighty-nine percent of these properties are in "closed" status, which means criminal activity has significantly reduced or eliminated and no longer negatively effects the community. Eleven properties are in review status, six are active, and one is in *priority* status to address the issues as soon as possible. The NLP continues to work across agencies to solve and take action to fix issues that cost taxpayers money. This program helps eliminate the cause of issues rather than addressing only the symptoms.

Law Enforcement Assisted Diversion ("LEAD")

LEAD is a community-based diversion program with goals to improve public safety and public order without unnecessarily involving the criminal justice system. Those individuals who qualify to participate in the program are referred to a trauma-informed case-management program that provides individuals with a wide range of support services including - transitional and permanent housing and/or drug treatment. In fiscal year 2019-20, forty-seven individuals participated in LEAD. During that time 46% of the participants who completed the program were not re-arrested, court appearances increased 58%, participants jail time reduction by 23%, and 50% fewer criminal cases went through the traditional process reducing the burden on the criminal justice system while helping participants achieve a better outcome.

Supporting Families

The Clackamas County Family Support Enforcement Office ("Family Support Office") continues to be one of the top three counties in the State of Oregon for the percentage of current support collected and distributed. Over the past year, the Family Support Office has distributed over \$23.3 million dollars in court ordered child support to needy children and families. Our office also compares very favorably to the Oregon Justice Department Office of Child Support in our performance for kids and families. Our office has collected 79.96% of current support due as compared to the 56.82% collected by the Oregon Department of Justice Office of Child Support. Further, for every public dollar spent by the Family Support Office in collection efforts, there is a return of \$13.28 for children and families. Due to our high performance as measured by the federal government, we will receive an estimated \$125,127 in federal incentive money.

We noted in our budget presentation last year that the state Oregon Department of Justice was implementing a new case management system (called Origin) for all the District Attorney Family Support Office around the state. This new system, that was designed and implemented by DOJ, had many problem that made it difficult to use and resulted in much more time consuming work to get the same tasks done. We have attempted to work closely with DOJ on these problems with mixed results. Last year we expressed concern that this new system might negatively impact our ability to collect court ordered child support for needy families.

This fiscal year the Family Support Office will focus on strengthening performance in the areas that the Federal Office of Child Support Enforcement awards incentive money. The goal is to increase the establishment of support orders, increase the collection of child support in the month it is due, improve cost-effectiveness, and ultimately increase incentive award funding. These goals will help ensure families are receiving the financial support children need to grow and thrive. Every dollar collected goes directly to support children and families and encourages self-sufficiency.



Public Protection

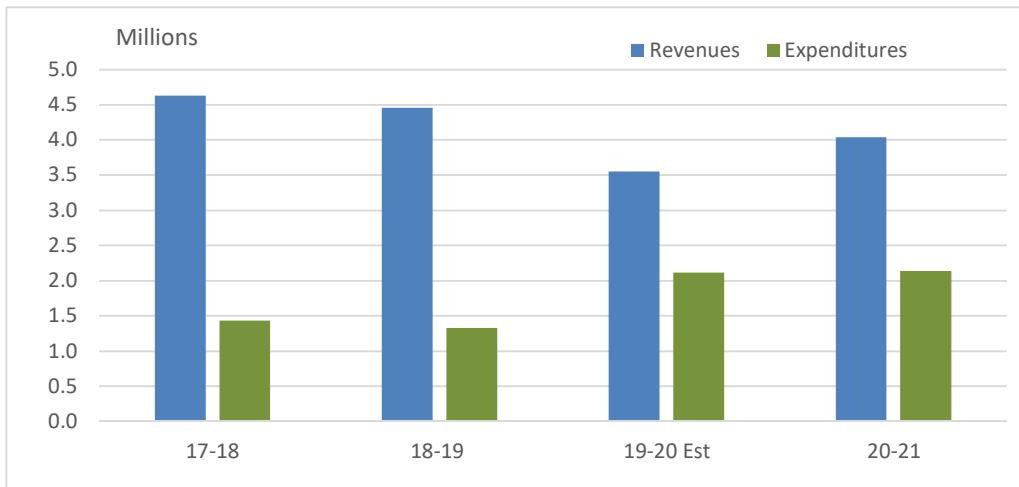
Justice Court Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 1,147,266 | 1,966,662 | 2,389,710 | 2,389,710 | 678,306 |
| Current Revenues | | | | | |
| Fees & Fines | 4,606,781 | 4,415,740 | 3,834,850 | 3,540,657 | 4,010,950 |
| Other Revenue | 23,606 | 41,444 | - | 12,883 | 25,000 |
| Subtotal Current Revenues | 4,630,387 | 4,457,184 | 3,834,850 | 3,553,540 | 4,035,950 |
| Total Resources | 5,777,653 | 6,423,846 | 6,224,560 | 5,943,250 | 4,714,256 |

Requirements by Category

| | | | | | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Current Expenditures | | | | | |
| Personnel Services | 656,953 | 617,637 | 909,068 | 801,272 | 829,070 |
| Materials & Services | 493,876 | 462,972 | 807,547 | 991,197 | 1,041,767 |
| Allocated Costs | 273,074 | 252,485 | 274,314 | 274,314 | 267,645 |
| Capital Outlay | 11,995 | - | 48,995 | 48,995 | - |
| Subtotal Current Expenditures | 1,435,898 | 1,333,094 | 2,039,924 | 2,115,778 | 2,138,482 |
| Special Payments | 1,227,826 | 1,325,534 | 1,800,000 | 1,490,175 | 1,800,000 |
| Interfund Transfers | 1,147,266 | 1,375,508 | 1,658,991 | 1,658,991 | - |
| Contingency | - | - | 725,645 | - | 775,774 |
| Ending Fund Balance | 1,966,663 | 2,389,711 | - | 678,306 | - |
| Total Requirements | 5,777,653 | 6,423,846 | 6,224,560 | 5,943,250 | 4,714,256 |

| | | | | | |
|---------------------------------------|------|------|------|------|------|
| Budgeted Full-Time Equivalents | 6.00 | 6.00 | 8.00 | 8.00 | 7.00 |
|---------------------------------------|------|------|------|------|------|





Description of Fund

The purpose of the Justice Court Fund is to increase public access to courts, help promote traffic safety, education and compliance with local laws in the public interest, and provide a local court option for the resolution of civil disputes through a civil division adjudicating Forcible Entry and Unlawful Detainer (FED) Evictions, Small Claims and related civil cases.

Revenue Summary

Justice Court adjudicates violations filed by 43 law enforcement agencies including the Clackamas County Sheriff, Oregon State Police, local city police departments, and other agency law enforcement officers.

Pursuant to Oregon law, revenue from violations are forwarded by the Court to either the County General fund, the County Assessment fund including court facilities security, the State of Oregon, local cities, or other law enforcement agencies whose officers file violation citations in Justice Court.

Justice Court's civil division receives filings of FED evictions, Small Claims, and civil cases up to \$10,000; all civil revenue is forwarded by the court to the County General fund.

For FY20-21, Fines and Penalties revenue is projected to total \$4,010,950. Of the total revenue, \$2,075,950 is projected violation revenue; \$135,000 is projected civil case revenue; and \$1,800,000 is the projected revenue that will be forwarded to the State of Oregon, local cities or other law enforcement agencies based on the agency where the law enforcement officer is employed.

Expenditure Summary

For FY20-21, 96% of court revenue deposited by the Court in the County General fund will be disbursed as follows:

- 1) Court operational expenditures: 19% personnel services, 21% materials, and services, 6% allocated costs, 16% contingency, and 0% capital outlay.
- 2) Other agencies: 38% to the State of Oregon, local cities, or other agencies.

For FY20-21, 4% of court revenue deposited in the County Assessment fund will be disbursed as follows:

- 1) 3% transferred per budget committee decided to use only for drug and alcohol programs and for the costs of planning, operating, and maintaining county juvenile and adult corrections programs and facilities.
- 2) 1% to the court facilities security account held in trust by the County Treasurer.

Significant Issues and Changes

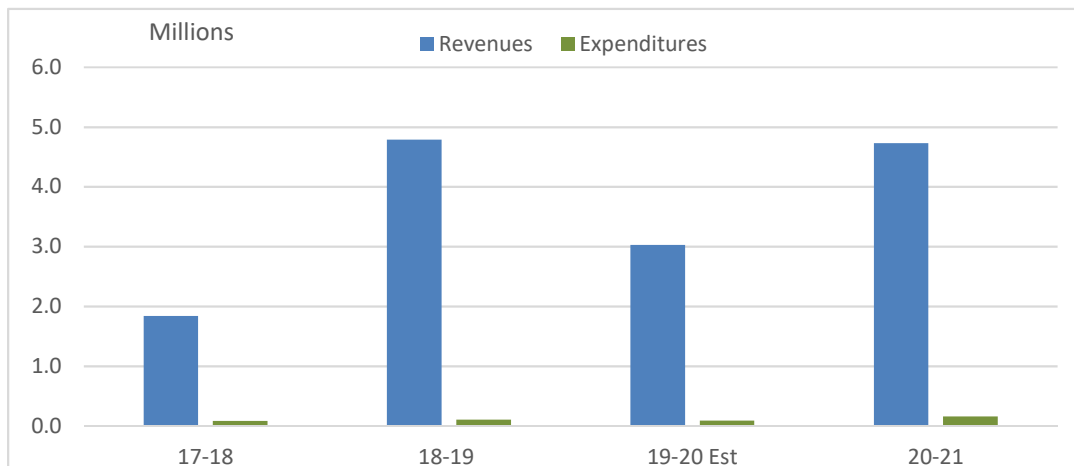
The Court has reduced staff through attrition with the development and use of advanced technology.



Public Ways and Facilities

Countywide Transportation SDC Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 6,761,939 | 8,195,129 | 12,596,750 | 12,596,751 | 14,021,678 |
| Current Revenues | | | | | |
| Licenses (Permits) | 1,460,492 | 2,264,918 | 1,755,000 | 2,650,000 | 2,000,000 |
| Fees & Fines | 41,460 | 14,076 | 14,500 | 11,000 | 11,000 |
| Other Revenue | 335,715 | 321,902 | 57,300 | 208,500 | 208,500 |
| Interfund Transfers | - | 2,186,106 | 119,491 | 159,378 | 2,510,000 |
| Subtotal Current Revenues | 1,837,667 | 4,787,002 | 1,946,291 | 3,028,878 | 4,729,500 |
| Total Resources | 8,599,606 | 12,982,131 | 14,543,041 | 15,625,629 | 18,751,178 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Materials & Services | 57,849 | 79,203 | 85,526 | 52,786 | 117,489 |
| Allocated Costs | 24,883 | 24,907 | 37,318 | 37,318 | 39,266 |
| Capital Outlay | - | - | 10,000 | - | - |
| Subtotal Current Expenditures | 82,732 | 104,110 | 132,844 | 90,104 | 156,755 |
| Special Payments | - | 45,675 | 1,546,000 | 1,500,000 | 9,000 |
| Interfund Transfers | 321,745 | 235,595 | 130,000 | 13,847 | 3,123,008 |
| Contingency | - | - | 2,458,510 | - | 1,250,000 |
| Reserve | - | - | 10,275,687 | - | 14,212,415 |
| Ending Fund Balance | 8,195,129 | 12,596,751 | | 14,021,678 | |
| Total Requirements | 8,599,606 | 12,982,131 | 14,543,041 | 15,625,629 | 18,751,178 |
| Budgeted Full-Time Equivalents | - | - | - | - | - |





Description of Fund

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

Historically, the county had two funds for collecting transportation system development charges. Last fiscal year, we combined these two funds and will track the revenue using unique program numbers.

- Countywide TSDCs collected in the unincorporated area are receipted into 223-7438 to track the revenue and expenses, the use of which is restricted by Oregon Revised Statute.
- With the dissolution of the Joint District on January 1, 2018, we chose to move the County's distribution of Joint Area funds into 223-7439 to be held for future county projects within the Joint District boundary.

Revenue Summary

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

Expenditure Summary

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

Significant Issues & Changes

SDC revenue requires a matching revenue source. Only a percentage of each project in the area can be funded with system development charges. The amount eligible for SDC funding is based on the additional transportation capacity needed to serve new development that will use existing excess road capacity. Before the collected TSDC revenue can be applied to an active project the county must identify the additional revenue source(s). Clackamas County staff has strived to use this revenue on eligible projects in conjunction with secured federal, state, and local funding sources as funding becomes available. Pairing these limited funding sources is the most efficient method of using SDC funding to construct needed capacity improvements in the county.

More than \$4.7M in TSDC investments is already programmed between FY 2019/2020 - 2024/2025 between our capital projects and the new Community Road Fund projects.



Public Ways and Facilities

Public Land Corner Preservation Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 982,844 | 1,037,238 | 944,614 | 944,614 | 907,855 |
| Current Revenues | | | | | |
| Fees & Fines | 670,615 | 582,279 | 602,000 | 711,000 | 700,000 |
| Other Revenue | 20,980 | 20,768 | 12,750 | 16,000 | 11,000 |
| Subtotal Current Revenues | 691,595 | 603,047 | 614,750 | 727,000 | 711,000 |
| Total Resources | 1,674,439 | 1,640,285 | 1,559,364 | 1,671,614 | 1,618,855 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 478,415 | 530,660 | 589,475 | 589,124 | 621,421 |
| Materials & Services | 73,658 | 75,941 | 89,872 | 83,422 | 84,530 |
| Allocated Costs | 85,127 | 89,070 | 95,213 | 95,213 | 96,091 |
| Subtotal Current Expenditures | 637,200 | 695,671 | 774,560 | 767,759 | 802,042 |
| Reserve for Future Expenditures | - | - | 669,924 | - | 691,813 |
| Contingency | - | - | 114,880 | - | 125,000 |
| Ending Fund Balance | 1,037,239 | 944,614 | - | 907,855 | - |
| Total Requirements | 1,674,439 | 1,640,285 | 1,559,364 | 1,675,614 | 1,618,855 |
| Budgeted Full-Time Equivalent | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |



Current Operating Revenues vs. Expenditures



Description of Fund

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

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

Revenue Summary

The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages, and other documents related to real property. The housing market shows reasonable signs of recovery with the upsurge in plat submittals.

Expenditure Summary

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

Significant Issues & Changes

We continue to benefit from new technology, including electronic instruments and Global Positioning System (GPS) equipment. Our efforts to contain cost; including the reliance upon the reserve and steady revenue collections will have the program at a sustainable revenue level for the upcoming year. The current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time. Therefore, the need to monitor expenses is crucial since the revenue does not keep up with inflation and current costs.



Public Ways and Facilities

Countywide Transportation SDC Fund (Closed)

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 5,542,425 | 1,888,401 | - | - | - |
| Current Revenues | | | | | |
| Licenses & Permits | 749,880 | - | - | - | - |
| Other Revenue | 62,117 | - | - | - | - |
| Subtotal Current Revenues | 811,997 | - | - | - | - |
| Total Resources | 6,354,422 | 1,888,401 | - | - | - |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Materials & Services | 26,163 | - | - | - | - |
| Allocated Costs | 11,158 | - | - | - | - |
| Subtotal Current Expenditures | 37,321 | - | - | - | - |
| Special Payments | 4,428,700 | - | - | - | - |
| Interfund Transfers | - | 1,888,401 | - | - | - |
| Ending Fund Balance | 1,888,401 | - | - | - | - |
| Total Requirements | 6,354,422 | 1,888,401 | - | - | - |
| Budgeted Full-Time Equivalent | - | - | - | - | - |



Description of Fund

In 2000, the City of Happy Valley and the county estimated that the joint area would require more than \$199 million in roadway development over 20 years to make growth in Happy Valley possible. The Joint Transportation SDC program adopted a joint transportation capital improvement plan to construct and increase the capacity in arterial, boulevard, connector, and collector roads resulting from new development throughout the joint area.

All joint area transportation system development charges collected by Clackamas County and the City of Happy Valley were receipted into this fund to track the expense of this revenue, the use of which is restricted by Oregon Revised Statutes.

The County and City dissolved the Joint District and per the terms of the termination of the district, the fund balance was distributed to the County and City on the same percentage basis as the funds were collected during the term of the 2007 IGA. With the dissolution of the Joint District on January 1, 2018, we chose to move the County's distribution of Joint Area funds into Fund 223 to be held for future county projects within the Joint District boundary.

Significant Issues & Changes

The Happy Valley Joint TSDC fund closed in fiscal year 2018-19 and the revenue will be reserved in Fund 223 until an eligible capital project is programmed and the funds are transferred to match other eligible funding sources.

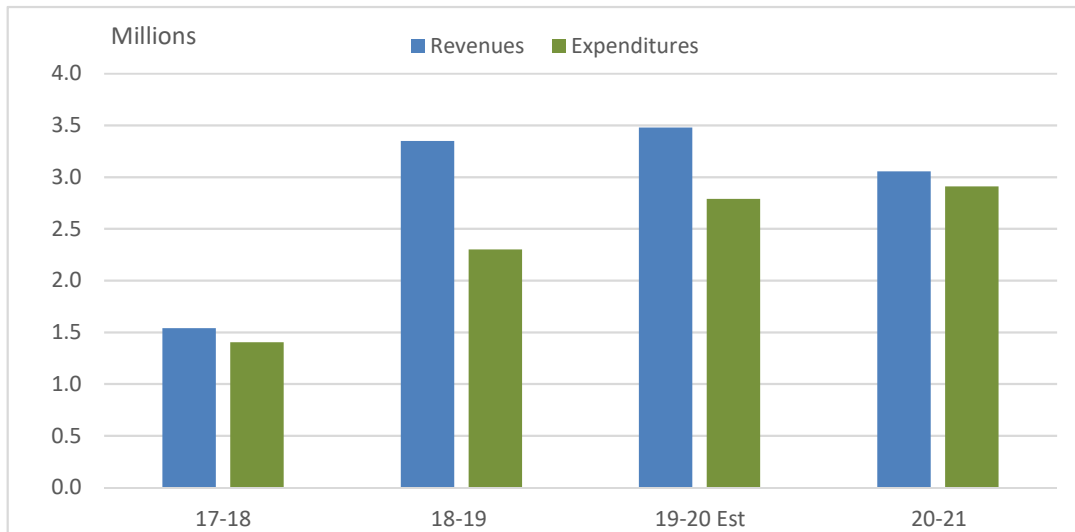


Health and Human Services

Health, Housing & Human Svcs Admin Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 801,017 | 503,087 | 1,463,778 | 1,463,778 | 1,012,390 |
| Current Revenues | | | | | |
| State Revenues | 4,700 | - | - | - | - |
| Fees & Fines | 906,442 | 1,427,897 | 1,374,756 | 1,378,114 | 1,330,832 |
| Other Revenue | 14,494 | 21,702 | - | 16,900 | - |
| Interfund Transfers | 613,522 | 1,898,632 | 2,136,025 | 2,086,025 | 1,724,345 |
| Subtotal Current Revenues | 1,539,158 | 3,348,231 | 3,510,781 | 3,481,039 | 3,055,177 |
| Total Resources | 2,340,175 | 3,851,318 | 4,974,559 | 4,944,817 | 4,067,567 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 1,042,616 | 1,227,464 | 1,601,700 | 1,472,245 | 1,661,371 |
| Materials & Services | 277,789 | 985,337 | 1,575,732 | 1,216,940 | 1,128,192 |
| Allocated Costs | 82,921 | 88,591 | 100,856 | 100,856 | 119,731 |
| Subtotal Current Expenditures | 1,403,326 | 2,301,392 | 3,278,288 | 2,790,041 | 2,909,294 |
| Special Payments | - | - | 659,226 | 659,226 | 793,060 |
| Interfund Transfers | 433,761 | 86,149 | 483,160 | 483,160 | 245,213 |
| Contingency | - | - | 553,885 | - | 120,000 |
| Ending Fund Balance | 503,087 | 1,463,778 | | 1,012,390 | - |
| Total Requirements | 2,340,175 | 3,851,318 | 4,974,559 | 4,944,817 | 4,067,567 |

| | | | | | |
|---------------------------------------|------|------|------|------|------|
| Budgeted Full-Time Equivalents | 7.00 | 8.00 | 9.00 | 9.00 | 9.00 |
|---------------------------------------|------|------|------|------|------|



Current Operating Revenues vs. Expenditures



Description of Fund

Health, Housing & Human Services (H3S) Administration provides leadership, coordination, guidance, support, and oversight to programming and services for individuals, families, and communities in Clackamas County. Departmental divisions include Behavioral Health, Public Health, Health Centers, Social Services, Housing Authority, Community Development, and Children, Family, and Community Connections.

Revenue Summary

The H3S central administrative functions continue to be funded by division indirect revenue and the County General Fund.

Expenditure Summary

H3S Administration consists of 9 FTE: the Department Director, the Deputy Director, the Administrative Services Manager Senior, the Suicide Prevention Coordinator, the Housing Policy Coordinator, three Policy, Performance and Research Analysts (two Senior-level), and a Management Analyst I. In addition, H3S contracts with Public & Governmental Affairs (PGA) for the services of 1.5 FTE Communications Officers to assist with communication needs.

Materials and services expenditures of \$1,885,863 account for 53 percent of the 2019-20 budget. Personnel services at 45 percent of the budget are the next most significant expenditure category at \$1,601,700. The fund balance is used to provide one-time-only funding to support programs in divisions as well as H3S initiatives. H3S Administration continues to control costs while maintaining the highest level of effectiveness.

Significant Issues & Changes

In the 2018-2019 Budget, the Board of County Commissioners allocated \$1.2 million to H3S to address the affordable housing crisis in our community. Through a competitive Request for Proposal process, these funds were awarded for the following activities: 1) Planning, 2) Supported Housing, 3) Housing Development, 4) Countywide Houseless Services, 5) Veteran Housing Services, 6) Public Housing Resident Services, and 7) Maintenance and utility payments for the Vets Village.

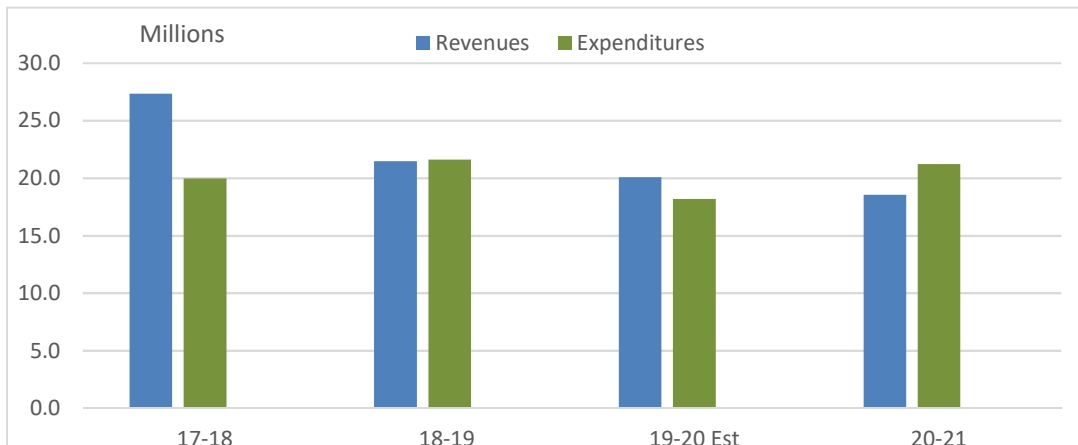
H3S Administration continues to experience ongoing funding challenges. Decisions made at state and federal levels continue to have a critical impact on many divisional budgets. H3S Administration closely monitors revenues and expenditures at all levels. H3S Administration coordinates and manages all H3S divisions to utilize funds efficiently, assures the greatest delivery of services with current resources, and aggressively seeks new funding opportunities that are not dependent on the County General Fund.



Health and Human Services

Behavioral Health Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 2,761,380 | 8,487,224 | 7,489,883 | 7,489,883 | 8,580,519 |
| Current Revenues | | | | | |
| Prior Year Revenue | 3,578,739 | - | - | - | - |
| Federal Revenues | 1,452,838 | 1,156,361 | 1,903,017 | 1,477,734 | 1,531,585 |
| State Revenue | 19,549,206 | 17,975,314 | 18,229,989 | 16,420,601 | 14,938,432 |
| Local Revenue | 24,117 | 6,100 | 16,757 | - | - |
| Other Revenue | 1,767,082 | 1,372,530 | 1,370,240 | 1,260,271 | 1,272,633 |
| Interfund Transfers | 974,482 | 954,437 | 933,679 | 933,649 | 806,401 |
| Subtotal Current Revenues | 27,346,464 | 21,464,742 | 22,453,682 | 20,092,255 | 18,549,051 |
| Total Resources | 30,107,844 | 29,951,966 | 29,943,565 | 27,582,138 | 27,129,570 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 7,865,810 | 8,628,696 | 10,736,154 | 9,582,879 | 10,526,103 |
| Materials & Services | 10,066,525 | 11,028,808 | 12,061,511 | 6,659,895 | 8,438,357 |
| Allocated Costs | 2,027,828 | 1,950,084 | 2,331,225 | 1,943,681 | 2,262,060 |
| Subtotal Current Expenditures | 19,960,163 | 21,607,588 | 25,128,890 | 18,186,455 | 21,226,520 |
| Special Payments | 1,660,454 | 854,497 | 1,049,948 | 765,164 | 1,230,142 |
| Interfund Transfer | - | - | 55,923 | 50,000 | 50,000 |
| Contingency | - | - | 3,708,804 | - | 4,622,908 |
| Ending Fund Balance | 8,487,225 | 7,489,883 | | 8,580,519 | |
| Total Requirements | 30,107,844 | 29,951,966 | 29,943,565 | 27,582,138 | 27,129,570 |
| Budgeted Full-Time Equivalents | 68.04 | 70.54 | 82.54 | 82.54 | 80.54 |



Current Operating Revenues vs. Expenditures



Description of Fund

The Clackamas County Behavioral Health Division (BHD) provides leadership and administration of the community behavioral health program. This program oversees mental health and substance use (Behavioral Health) services for individuals who are uninsured and under-insured and provides the functions of the local mental health authority, such as the crisis and safety net system, involuntary commitment, abuse investigations, and psychiatric services review board monitoring.

The division is responsible for developing and managing a delivery system of providers through sub-contractual relationships, quality assurance and performance improvement, fiscal management, and contract compliance functions including the development of a wide variety of reports and data submissions to the state and Coordinated Care Organizations. BHD provides intensive care coordination/management for at-risk, high-utilizing, and high-cost children and adults. It is responsible to monitor delegated activities and sub-contractor performance through a quality and compliance management process. The division contracts with Health Share of Oregon, a regional Coordinated Care Organization, to manage the intensive care coordination for Oregon Health Plan (OHP) enrollees in Clackamas County.

Revenue Summary

BHD is funded through its contracts with Health Share of Oregon, CareOregon, and the State of Oregon, and it is paid on a per-member, per-month basis (capitation) for Medicaid services. Capitation rates are an actuarially developed set of adjusted per capita costs to reimburse managed care plans for providing covered services. The division also receives state general funds to serve the uninsured and provide crisis and safety net services. These funds are primarily allocated to the county on a population basis.

Expenditure Summary

The majority of funds are budgeted in two areas: subcontracted professional services including inpatient hospital, specialty mental health, outpatient mental health, and substance use treatment services; and crisis and safety net services including the county's crisis walk-in clinic, 24-7 crisis line and mobile crisis, jail diversion and public safety collaboration, peer services, prevention, and care management.

Significant Issues & Changes

BHD is in the middle of its 19-21 Biennium agreement with the State of Oregon for those services that are the requirement of the Community Mental Health Program (CMHP). This contract, rather than being a 24-month contract, is set to expire on 12/31/20 (18 months) as the State of Oregon plans on moving contracts to calendar year agreements. Significant attention has been placed on supports and services that address the Oregon Performance Plan (OPP), which is a legal settlement between the Oregon Health Authority and the Department of Justice and which expired 6/30/2019. A particular focus continues to be placed on 24-7 Mobile Crisis response to the community. In addition, a particular focus is being placed on the Aid and Assist population. This population has increased its utilization of the Oregon State Hospital for forensic evaluations, which utilizes beds for those designated for civilly committed individuals, resulting in a backlog at inpatient units and emergency departments. There is an emphasis on community restoration for this population, so the Division is adjusting staffing to provide additional support to meet this need. Additional funding from the State of Oregon is also expected mid-year 2020 to support the local community restoration work.

On the Medicaid (Oregon Health Plan) side of the business, beginning January 2020, BHD ceased functioning in the role of the Behavioral Health benefit plan manager, which is a role it has had for the last six years. Before that, the division served as the local Mental Health Organization. The division continues to receive dedicated funding from the Health Share of Oregon for crisis behavioral health services and peer services. In addition, BHD entered into a contract with CareOregon for intensive care coordination and other activities the division currently performs. Initially, there might have been a reduction in the workforce in the division as we negotiated these agreements; however, BHD successfully contracted for these services to ensure that all division staff remains employed.

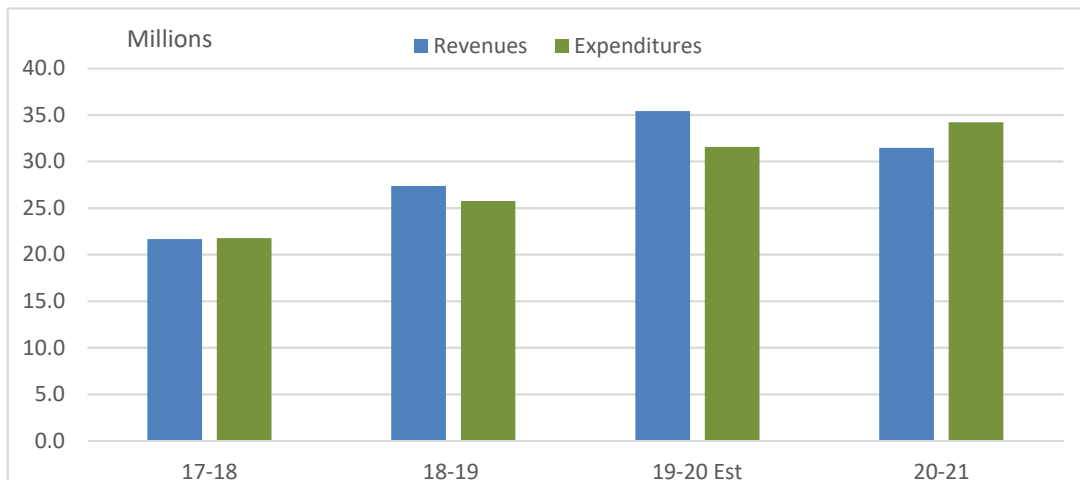


Health and Human Services

Social Services Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 3,085,044 | 2,063,544 | 2,542,278 | 2,542,278 | 5,391,849 |
| Current Revenues | | | | | |
| Prior Year Revenue (Dedicated) | 54,248 | 82,422 | - | 167,770 | - |
| Federal Revenue | 5,054,310 | 5,705,559 | 9,071,265 | 6,596,192 | 6,439,441 |
| State Revenue | 10,354,152 | 14,942,501 | 22,159,289 | 21,375,230 | 18,099,832 |
| Local Revenue | 467,617 | 446,160 | 614,936 | 471,587 | 410,007 |
| Fees & Fines | 2,649,679 | 2,805,442 | 3,857,673 | 3,311,271 | 3,287,885 |
| Other Revenue | 190,814 | 292,566 | 135,000 | 146,766 | 145,000 |
| Interfund Transfers | 2,906,852 | 3,076,276 | 3,347,598 | 3,347,598 | 3,073,266 |
| Subtotal Current Revenues | 21,677,672 | 27,350,926 | 39,185,761 | 35,416,414 | 31,455,431 |
| Total Resources | 24,762,716 | 29,414,470 | 41,728,039 | 37,958,692 | 36,847,280 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 9,896,168 | 11,561,541 | 15,445,698 | 14,873,941 | 16,288,642 |
| Materials & Services | 8,834,110 | 10,708,140 | 15,463,268 | 11,882,721 | 12,879,100 |
| Allocated Costs | 3,050,564 | 3,381,877 | 3,997,498 | 3,909,803 | 4,350,323 |
| Capital Outlay | - | 99,116 | 1,132,700 | 878,668 | 681,600 |
| Subtotal Current Expenditures | 21,780,842 | 25,750,674 | 36,039,164 | 31,545,133 | 34,199,665 |
| Special Payments | 918,334 | 1,121,517 | 2,341,818 | 1,010,607 | 1,068,593 |
| Interfund Transfer | - | - | 11,103 | 11,103 | - |
| Ending Fund Balance | 2,063,543 | 2,542,278 | | 5,391,849 | - |
| Total Requirements | 24,762,716 | 29,414,470 | 41,728,039 | 37,958,692 | 36,847,280 |

| | | | | | |
|---------------------------------------|--------|--------|--------|--------|--------|
| Budgeted Full-Time Equivalents | 105.30 | 117.66 | 133.16 | 133.16 | 148.73 |
|---------------------------------------|--------|--------|--------|--------|--------|



Current Operating Revenues vs. Expenditures



Description of Fund

The mission of Clackamas County Social Services is to provide quality services and meaningful opportunities for veterans, the elderly, people with disabilities, and low-income residents of Clackamas County.

With community participation and the efforts of the boards, staff and volunteers, the division strives toward the goal of creating a comprehensive system that meets immediate service needs while encouraging as much self-help and independence as possible. We recognize the importance of planning and coordinating with other agencies and organizations and of developing new program approaches to meet identified needs. Finally, we realize the vital role of advocacy. System-wide advocacy, on the local, state and federal levels, helps to ensure a broad focus on the important issues affecting the populations we are committed to serve.

To achieve our mission, we combine four agencies in partnership: the Community Action Agency (CAA), which works to alleviate the causes and conditions of poverty; the Area Agency on Aging, (AAA), which works with older adults and persons with disabilities to maintain their independence; the County Veterans Services Office (CVSO), which works with veterans and their families to access benefits; and the Developmental Disabilities Program (DD), which works with individuals of all ages who have a developmental disability. The Volunteer Connection is the fifth component of our array of services and provides opportunities for county residents to give back to their community and increase personal well-being through volunteer service. Our partnerships reach out into the community, as well, where we have contracts, vendor agreements and letters of agreement with 115 organizations.

Revenue Summary

The 2020-2021 budget contains 86 funding sources. The primary sources of revenue are federal, state, and local grants, which comprise 75.15 percent of the total resources for the division. General Fund contributions constitute 8.9 percent of the total resources for the division and are used to fund programs that serve the houseless and to cover the indirect and allocated costs of some of the agency's smaller programs. The remaining 15.95 percent comes from fund balance and match.

Expenditure Summary

Administration, Advocacy Program Coordination and Development Services (18.29 percent of the total budget) contains resources for staffing and resident advocacy aimed at fulfilling the division's overall mission. This includes the work of the Area Agency on Aging Advisory Council, the Community Action Board, the Developmental Disability Council, and the Veterans Advisory Council. This is also the program responsible for partnerships, grant writing, Performance Clackamas, and the development of new services.

Community Contracts (13.80 percent of the budget) represents community partnerships where we contract with public, private sector and non-profit agencies in order to provide services, such as transportation, nutrition, housing and winter warming centers.

Basic Services (10.45 percent of the budget) is the program where CAA funds are administered directly on behalf of agency clients, including utility assistance and rent assistance.

Special Projects (9.27 percent of the budget) includes temporary, short-term or multi-year projects for CAA and AAA respectively.

Information and Assistance (14.00 percent of the budget) includes the CVSO, the Information and Referral Program, Housing and Self Sufficiency Case Management, the Energy Assistance Program, the Fair Housing Program and Rent Well. Services are provided directly and through referrals to more than 500 local and regional agencies and services.

Volunteer Connection (4.39 percent of the budget) includes the Retired Senior Volunteer Program (RSVP), the Senior Companion Program, Transportation Reaching People Program, the Family Caregiver Support Program, the Money Management Program and the Senior Health Insurance Benefits Assistance (SHIBA) Program. Nearly 250 volunteers help support these programs, which work in collaboration with over 103 community-based organizations.

Elderly and Disability Services (29.80 percent of the budget) provides case management and in-home care through the Oregon Project Independence Program and a variety of services under the Aging and Disability Resource Connection (ADRC), including Options Counseling and the Gatekeeper Program. This section also includes case management, protective services and other programs for eligible individuals with developmental disabilities through the DD program.

Significant Issues & Changes

Overall, the 2020-21 budget totals \$37,102,280 and provides for 148.73 regular FTE. This compares to last year's amended budget of \$37,849,874 and 133.16 amended FTE. The increase in FTE is primarily due to an increase in funding for the Developmental Disability Program which will result in an increase of FTE of 14.47 FTE. 2 new positions will be added in the Contracts Administration area and reducing the FTE in the Volunteer Connection Programs by (-.40) and the Housing Program by (-.50).

The Developmental Disabilities program continues to meet the required number of contacts with clients, meaning that all available funds are received. This is an impressive achievement considering the large number of new clients deemed eligible each month and the continued struggle to fill all open positions. As newly created positions with higher classifications are added to the program, most have been filled with current employees. This results in strong promotional paths and creates additional vacancies.

The housing crisis in Clackamas County is real, and the demand for services far outpaces availability. The Social Services Housing programs are operating at capacity, serving more than 650 households and 1,224 people in FY 2018-19. Another 1,155 households are awaiting services. Those served are achieving positive outcomes, with more than 92% of participants exiting our permanent supportive housing, rapid rehousing and transitional housing programs retaining their housing 6 months post program completion. The budget committee's approval of the Affordable Housing and Services Fund will help the county serve more homeless residents with flexible, effective services and supports. Veterans Service Officers expedite access to benefits and increase the positive outcome of benefit claims, appeals and application for veterans. In FY 2018-19 the office filed 1,043 claims. The measure tracking the dollar amount of new claims is reported on a two year lag to because of the long initial claim review process and, if needed, appeal process. This lag provides a more accurate outcome of the office's work. As of August 2019, the amount of benefits generated from claims submitted during FY 2017-18 was over \$9.2 million. This is a significant, ongoing amount that will continue to benefit veterans and the local economy each year. Clackamas County provides significant financial support to the Veterans Office. Those investments resulted in a \$13.81 return for every \$1 invested in FY 2017-18.

The Volunteer Connection Program provides vital services to the residents of Clackamas County through a dynamic collaboration between paid staff, volunteers and community partners. The program offers meaningful volunteer opportunities that increase the county's capacity to provide independent living supports to older adults and persons with disabilities, increasing or maintaining their livelihood and independence. This program benefits both the residents seeking meaningful ways to contribute to their community and to residents who need services. The program delivers services using the cost effective model of volunteer service supported by a dedicated small staff. Volunteers logged over 53,000 hours of donated work in FY 2018-19 - the equivalent of 27 FTE in paid staff. Recruiting new volunteers to ensure that the current programs can continue to operate is one of the key issues facing the Volunteer Connection. As older volunteers age out of volunteer service, identifying replacements continues to be a challenge.

The Aging and Disabilities Resource Connection provides needs assessment, information, service coordination and advocacy services to older adults, persons with disabilities, vulnerable individuals and others so they can get the support they need. In FY 2018-19, the combined programs of the ADRC served 2,516 people, a 16% decrease from the previous year. This was due primarily to a lack of dedicated staff and resources to conduct outreach to strengthen community awareness. The ADRC added a temporary position in February 2019 to conduct outreach and education throughout the county. This position had an immediate impact on community awareness and ADRC usage. The average number of calls per month for the first eight months of the fiscal year was 155. The average number of calls per month increased to 204 for the last four months of the fiscal year when the outreach position was active.



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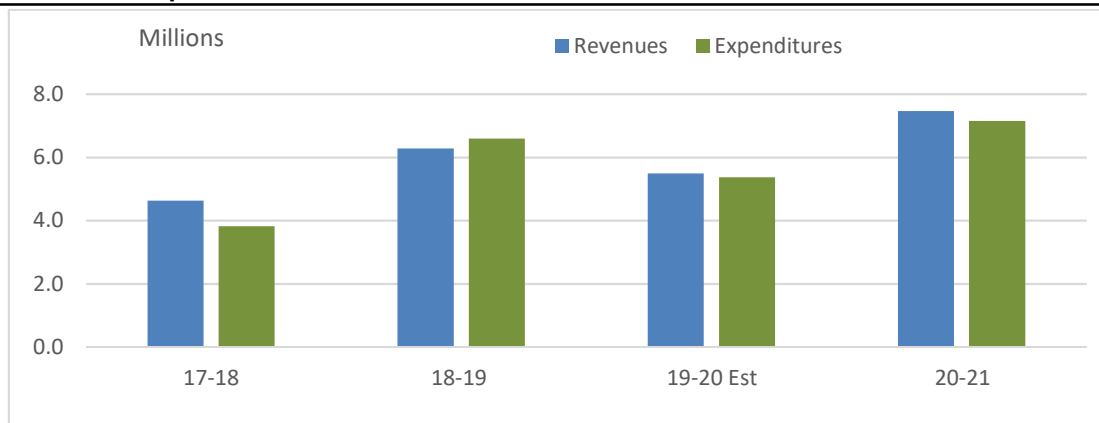
CLACKAMAS
C O U N T Y



Economic Development

Community Development Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 644,914 | 1,171,010 | 665,039 | 813,217 | 557,528 |
| Current Revenues | | | | | |
| Prior Year Revenue (Dedicated) | 677,506 | - | - | 86,070 | 606,146 |
| Federal Revenue | 2,696,701 | 3,736,402 | 4,508,538 | 3,574,854 | 4,882,191 |
| Local Revenue | 206,139 | 1,147,340 | 2,450,000 | 914,000 | 940,000 |
| Fees & Fines | 272,096 | 365,043 | 110,000 | 163,500 | 342,500 |
| Other Revenue | | | | | |
| Loan Proceeds, Inter & Penalty | 724,086 | 946,469 | 619,351 | 650,000 | 655,000 |
| Miscellaneous Revenue | - | 4,509 | - | - | - |
| Interfund Transfers | 49,640 | 77,905 | 98,279 | 98,279 | 40,781 |
| Subtotal Current Revenues | 4,626,168 | 6,277,668 | 7,786,168 | 5,486,703 | 7,466,618 |
| Total Resources | 5,271,082 | 7,448,678 | 8,451,207 | 6,299,920 | 8,024,146 |
| Requirements by Category | | | | | - |
| Current Expenditures | | | | | |
| Personnel Services | 1,151,240 | 1,217,632 | 1,352,694 | 1,245,308 | 1,386,645 |
| Materials & Services | 2,445,431 | 5,105,319 | 5,861,034 | 3,872,234 | 5,514,154 |
| Allocated Costs | 224,867 | 265,554 | 254,040 | 254,850 | 245,819 |
| Capital Outlay | - | - | 100,000 | - | - |
| Subtotal Current Expenditures | 3,821,538 | 6,588,505 | 7,567,768 | 5,372,392 | 7,146,618 |
| Special Payments | 277,501 | 121,046 | 400,000 | 370,000 | 320,000 |
| Debt Service | 1,031 | - | - | - | - |
| Contingency | - | - | 483,439 | - | 557,528 |
| Ending Fund Balance | 1,171,010 | 739,127 | | 557,528 | |
| Total Requirements | 5,271,082 | 7,448,678 | 8,451,207 | 6,299,920 | 8,024,146 |
| Budgeted Full-Time Equivalents | 9.53 | 8.53 | 9.60 | 9.60 | 9.60 |



Current Operating Revenues vs. Expenditures



Description of Fund

The Community Development Division (CDD) provides affordable housing to low and moderate-income people and improves the living environment of communities throughout Clackamas County.

CDD undertakes a variety of affordable housing, housing rehabilitation, neighborhood improvement, community facility, public works, public services, and historic preservation projects. CDD has three general functions: Grant Planning and Administration, Housing Development and Rehabilitation, and Community Development Projects.

Administration provides overall planning and administration of the Community Development Block Grant (CDBG), Emergency Shelter Grants (ESG), and HOME Investment Partnerships Program (HOME), Continuum of Care (CoC) programs and the Homeless Management and Information System (HMIS).

The Housing Development and Rehabilitation program offers a variety of deferred payment loans to low and moderate-income homeowners and home-buyers. It provides housing resources for the development of low and moderate-income affordable rental housing and special needs housing. It also provides Tenant-Based Rental Assistance to families experiencing homelessness.

The Community Development Projects function is responsible for planning, implementing, and managing all CDBG funded public improvement projects, historic preservation, and public service programs.

Revenue Summary

The majority of the division's funds are from the U.S. Department of Housing and Urban Development (HUD). The fund balance is budgeted at \$557,528 for FY 20-21, which are restricted funds set aside to cover any HOME loan repayments to HUD. The division's two main sources of revenue are the federal CDBG and HOME programs. The amount of funds available to the CDBG, HOME, and ESG programs has increased slightly. The CoC is a HUD-required community planning process that involves the annual submittal of a detailed application that is compiled from the accomplishments of 18 separately funded activities. It is a highly competitive grant and is used primarily to renew funding that is dedicated to providing housing and services to homeless families and individuals. Through this year's application, Clackamas County expects to receive \$2,716,019. This is about a 14 percent increase over last year's award. There will be new planning funding for the Youth Homeless Demonstration Project, which will allow the CoC to apply for an additional \$700,000 per year for homeless youth services.

Expenditure Summary

The largest expenditure within the division is for contracted services at \$2,026,427, which is for payments to construction contractors for various capital and infrastructure improvement projects throughout the county. Grant-funded loan programs for the construction of affordable housing are budgeted at \$2,040,000, and housing rehabilitation programs are budgeted at \$425,000.

The ESG Program is anticipating an allocation of \$187,353. Sixty percent of these funds will be used to fund the operation of the two homeless shelters in the county. The remaining funds will be used to continue expanding a local Rapid Re-Housing program and to fund HMIS, which is a HUD requirement for receipt of CoC funds.

Significant Issues & Changes

The 2019 Metro Affordable Housing Bond funds to the Housing Authority of Clackamas County will have an impact on overall affordable housing activity in Clackamas County including activities funded with CDBG, HOME, and ESG funds. Another local bond measure for housing services is currently proposed for the May election cycle. The Health, Housing and Human Services Department and CDD are planning to align services and housing goals to maximize these Metro

funds as a local resource to help fill the growing funding gaps of affordable housing and services for vulnerable populations in the county.

Housing developers (for-profit and not-for-profit) and local jurisdictions look to the County for assistance to fill these affordable housing and services gaps. The use of the Metro Bond funds is restricted to the portion of the county included in the Metro Urban Growth Boundary. While bond funds may impact about 70 percent of the county's population, the bond funds are not available for the construction of new affordable housing in the rural portions of the county. Some rural areas are where our lowest-income communities are located. County HOME funds will remain the primary source of local gap financing for the development of affordable housing, and CDBG funds will provide gap funding for street and neighborhood improvements.

The Coronavirus Aid, Relief, and Economic Security Act (CARES Act) allocated additional Community Solutions Grant and CDBG funding for Clackamas County. These funds will be part of the 2019-20 program year but may also carry-over into the FY 20-21 budget and program year. The funds are supporting hotel and motel vouchers for homeless persons and families, homeless outreach, homeless shelter operations and services, rent assistance for low-income tenants, and a housing stabilization fund for some landlords. All COVID-related projects are coordinated with the County's Emergency Operations Center.



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CLACKAMAS
C O U N T Y



Economic Development

Community Solutions Fund (Closed)

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <u>Resources by Category</u> | | | | | |
| Beginning Fund Balance | 618,136 | 657,665 | - | - | - |
| Current Revenues | | | | | |
| Federal Revenue | 524,141 | - | - | - | - |
| State Revenue | 2,272,755 | - | - | - | - |
| Local Revenue | 122,164 | - | - | - | - |
| Fees & Fines | 314,466 | - | - | - | - |
| Other Revenue | 1,242 | - | - | - | - |
| Interfund Transfers | 1,029,946 | - | - | - | - |
| Subtotal Current Revenues | 4,264,714 | - | - | - | - |
| Total Resources | 4,882,850 | 657,665 | - | - | - |
| <u>Requirements by Category</u> | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 2,278,629 | - | - | - | - |
| Materials & Services | 1,528,842 | - | - | - | - |
| Allocated Costs | 417,714 | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| Subtotal Current Expenditures | 4,225,185 | - | - | - | - |
| Interfund Transfer | - | 657,665 | - | - | - |
| Ending Fund Balance | 657,665 | - | - | - | - |
| Total Requirements | 4,882,850 | 657,665 | - | - | - |
| Budgeted Full-Time Equivalents | 22.00 | - | - | - | - |



Significant Issues & Changes

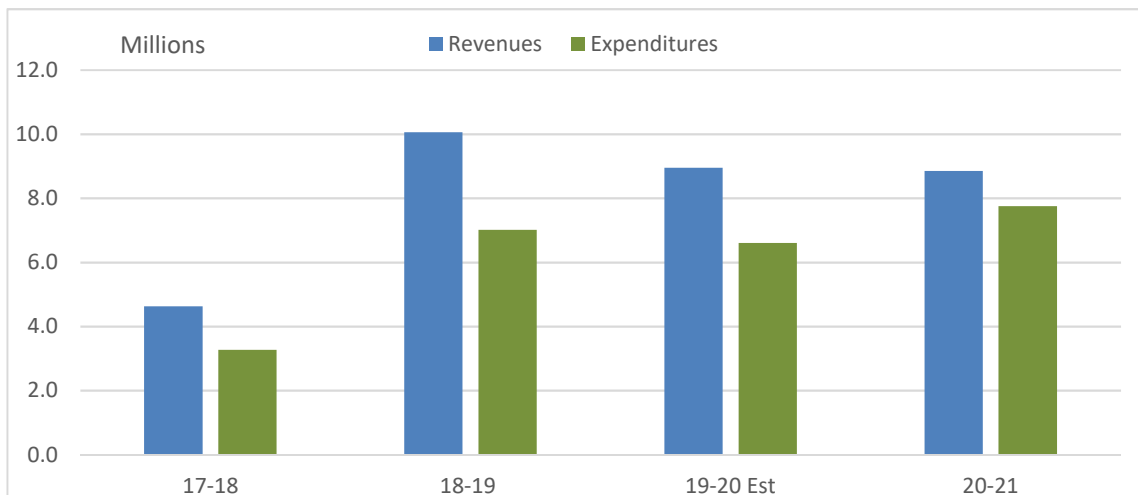
With the retirement of the Community Solutions Director, it was decided by the H3S Department Director to merge the Community Solutions Fund 245 into the Children, Youth, and Families Fund 246 to create one consolidated division. All the current programs from Fund 245 will be budgeted into Fund 246 starting July 1st, 2018. Carry forward fund balance from Fund 245 will be posted to Fund 245 during FY18-19 and then transfer over to Fund 246 during the year, thus keeping a documented budget trail of the consolidation of the two Funds. As of the end of FY18-19, Fund 245 has been fully dissolved and no longer an active fund.



Health and Human Services

Children, Youth and Families Fund

| Resources and Requirements by Fund | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---------------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 959,232 | 917,075 | 2,243,467 | 2,243,467 | 1,509,535 |
| Current Revenues | | | | | |
| Prior Year Revenue (Dedicated) | 215,025 | 313,893 | - | 465 | - |
| Federal Revenue | 617,692 | 1,500,365 | 1,902,828 | 1,786,449 | 2,125,636 |
| State Revenue | 1,944,385 | 3,912,020 | 3,811,850 | 3,507,426 | 3,544,423 |
| Local Revenue | 90,492 | 192,342 | 449,590 | 470,150 | 382,500 |
| Fees & Fines | 199,713 | 715,450 | 435,990 | 418,391 | 340,000 |
| Other Revenue | 8,541 | 19,509 | - | 14,764 | 30,000 |
| Interfund Transfers | 1,547,599 | 3,403,093 | 2,758,533 | 2,758,533 | 2,433,379 |
| Subtotal Current Revenues | 4,623,447 | 10,056,672 | 9,358,791 | 8,956,178 | 8,855,938 |
| Total Resources | 5,582,679 | 10,973,747 | 11,602,258 | 11,199,645 | 10,365,473 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 1,008,124 | 3,085,796 | 4,096,191 | 3,088,074 | 3,670,545 |
| Materials & Services | 1,951,124 | 3,303,222 | 3,300,454 | 2,848,367 | 3,445,189 |
| Allocated Costs | 305,798 | 621,816 | 686,958 | 672,958 | 633,754 |
| Subtotal Current Expenditures | 3,265,046 | 7,010,834 | 8,083,603 | 6,609,399 | 7,749,488 |
| Special Payments | 1,400,556 | 1,719,445 | 3,361,365 | 2,923,421 | 2,615,985 |
| Interfund Transfer | - | - | 157,290 | 157,290 | - |
| Ending Fund Balance | 917,076 | 2,243,467 | | 1,509,535 | |
| Total Requirements | 5,582,679 | 10,973,747 | 11,602,258 | 11,199,645 | 10,365,473 |
| Budgeted Full-Time Equivalents | 7.80 | 26.60 | 36.60 | 36.60 | 32.60 |



Current Operating Revenues vs. Expenditures



Description of Fund

The Children, Family & Community Connections Division (CFCC) fund is a blend of private, county, state, and federal grant funding resources strategically invested to ensure that the highest-barrier residents experience safe, stable home environments, and achieve academic progress. The Division executes its business plan through collaborative efforts to:

- 1) Provide equitable prevention, early intervention, and service coordination services to children, families, and individuals farthest a way from achievement. This broad array of programs include a state-designated early learning hub, a parenting education hub, domestic violence prevention, youth substance abuse prevention including opioids, and programs to advance equity and related efforts.
- 2) Provide customized employment projects for Clackamas County, Community Corrections, Clackamas County Community Development, and Oregon Department of Human Services' clients. These programs target increasing the employability and wage potential of individuals with significant barriers to employment.
- 3) Provide year-round weatherization services to low-income renters and homeowners living in Clackamas County. Priority is given to citizens 60 years of age or older, persons with disabilities, and families with children six years of age and younger.

Revenue Summary of the FY 20-21 budget

Thirty-four percent of the CFCC budget results from state agency agreements. Key funding agencies include Oregon Housing and Community Service, Oregon Department of Human Services, Oregon Department of Education (Early Education, Youth Development), and Oregon Health Authority.

Twenty-one percent of the CFCC budget is derived from federal funds. Key funding agencies include the Department of Justice, Office of Juvenile Justice and Delinquency Prevention, Department of Energy, Department of Health & Human Services, and Bonneville Power Administration.

Twenty-two percent of the CFCC budget comes from the County's general fund. These funds are used to support priority county-driven initiatives and services, with the remainder used to fund the overall operations cost of the division.

Twenty-three percent of the budget is generated from a mixture of fund balance plus inter-fund transfers and a variety of other local resources. These include funding from local partners such as Oregon Community Foundation, HealthShare, Northwest Natural Gas, and citizen donations.

Expenditure Summary

The division directs a majority of its funds through contracts with non-profits for direct services, programs, and projects.

Twenty-one percent of the budget is invested in Clackamas County residents with significant barriers to employment.

Twenty percent of the budget is used to provide energy education, dwelling assessment, and energy efficiency services to lower-income county residents so they can experience decreased energy costs and increased comfort, health, and safety in their homes.

Fifty-nine percent of the budget is directed toward community service contracts and community involvement initiatives with equity as a major goal.

Significant Issues & Changes

As the second year of the biennium, State funding will be relatively flat for FY 20-21. Federal Funds affected by the COVID-19 pandemic will roll over for an additional year of funding to adjust for program closures this school year. Workforce funding for Justice-involved individuals was significantly reduced and will receive a one-time allotment from within the department to continue services to this population.



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CLACKAMAS
C O U N T Y



Health and Human Services

Dog Services Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 838,633 | 994,352 | 1,312,422 | 1,312,422 | 1,091,431 |
| Current Revenues | | | | | |
| Licenses | 619,533 | 588,180 | 560,000 | 527,375 | 579,070 |
| Fees & Fines | 81,875 | 77,414 | 66,000 | 60,000 | 73,730 |
| Other Revenue | 28,451 | 98,396 | 34,700 | 32,850 | 34,950 |
| Interfund Transfers | 1,572,264 | 1,732,506 | 1,752,611 | 1,752,611 | 1,535,517 |
| Subtotal Current Revenues | 2,302,123 | 2,496,496 | 2,413,311 | 2,372,836 | 2,223,267 |
| | 3,140,756 | 3,490,848 | 3,725,733 | 3,685,258 | 3,314,698 |

Total Resources

Requirements by Category

Current Expenditures

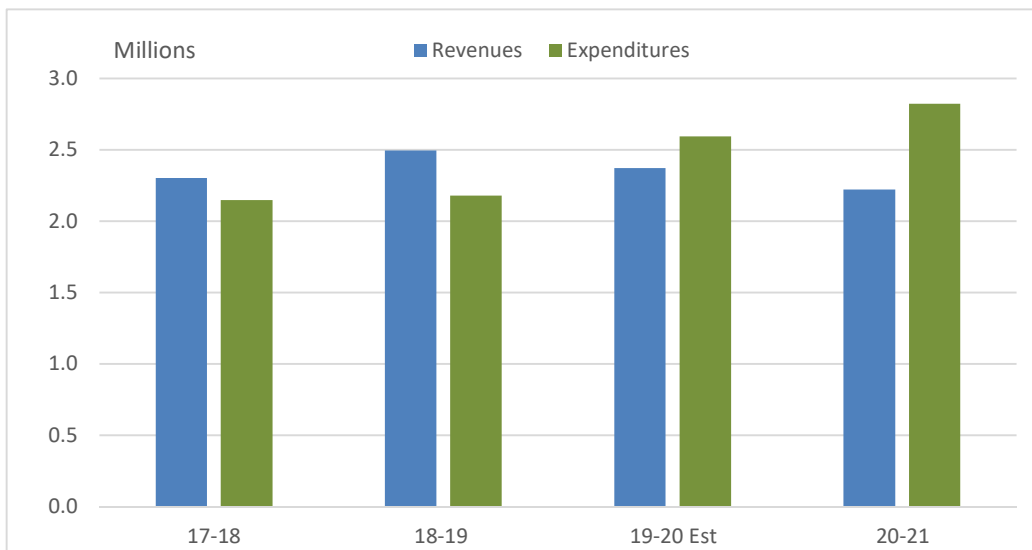
| | | | | | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Personnel Services | 1,396,724 | 1,481,308 | 2,016,837 | 1,762,222 | 1,817,884 |
| Materials & Services | 343,588 | 284,217 | 385,637 | 341,337 | 394,886 |
| Allocated Costs | 404,884 | 412,902 | 480,268 | 480,268 | 524,022 |
| Capital Outlay | 1,209 | - | - | 10,000 | 85,000 |
| Subtotal Current Expenditures | 2,146,405 | 2,178,427 | 2,882,742 | 2,593,827 | 2,821,792 |

| | | | | | |
|---------------------------------|---------|-----------|---------|-----------|---------|
| Reserve for Future Expenditures | - | - | 614,460 | - | 342,906 |
| Contingency | - | - | 228,531 | - | 150,000 |
| Ending Fund Balance | 994,353 | 1,312,421 | - | 1,091,431 | - |

Total Requirements

| | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|
| | 3,140,756 | 3,490,848 | 3,725,733 | 3,685,258 | 3,314,698 |
|--|------------------|------------------|------------------|------------------|------------------|

| | | | | | |
|---------------------------------------|-------|-------|-------|-------|-------|
| Budgeted Full-Time Equivalents | 17.00 | 17.50 | 20.30 | 20.30 | 18.00 |
|---------------------------------------|-------|-------|-------|-------|-------|



Current Operating Revenues vs. Expenditures



Description of Fund

The Dog Services fund provides the resources to enforce applicable state statutes and County ordinances dealing with the licensing, control, and shelter of dogs. Clackamas County Dog Services continues to provide protection to our community from dangerous dogs and to support the community's pets and their owners with education about responsible pet ownership.

Revenue Summary

The fund's largest source of revenue is the General Fund. The second-largest source of revenue is the sale of dog licenses; it is estimated that the County currently licenses approximately 25 - 30% of its dog population according to national statistics.

Expenditure Summary

Dog Services relies heavily on volunteers because the Animal Adoption & Education Center requires staffing 365 days a year. These valuable assets continue to be a very important part of the program.

Significant Issues and Changes

Currently, some of the Dog Services initiatives include:

- Dog Services procured a new software program (Chameleon) which is improving efficiencies and helping the program meet increasing licensing goals.
 - Chameleon has provided a mechanism for automated online licensing and we estimate that at least 5,000 licenses will be renewed online through the new system each year.
 - The software also comes with data entry support; we are taking advantage of this service and hope to send more than 6,000 forms through their system for entry into the Chameleon system.
- A program launched in late 2012 in conjunction with Clackamas County veterinarians provides timely and up-to-date rabies vaccination information. This information enables Dog Services staff to contact dog owners about licensing.
- The Clackamas Dogs Foundation was founded in 2012. This Foundation is a non-profit 501c(3) that enables access to many private foundations and granting sources that are not accessible to a government agency and provides new fundraising opportunities.
- The Regional Animals in Emergency Plan is an education program that assists County citizens with animal disaster preparedness by coordinating the response from Clackamas County, Multnomah County, Washington County, Columbia County, City of Portland and Clark County, Washington, and has caused the formation of a MAC-G (Multi-Agency Coordinating Group – Animals), which is also represented on the Regional Disaster Preparedness Organization (RDPO). These partnerships provide access to multiple disciplines for a response to emergencies within Clackamas County and the region.
- Events and venues for community-based education and adoption purposes.
 - Low-cost vaccination clinics in various locations within the county help ensure the health of dogs and cats.
 - Pet adoption days and micro-chipping events provide incentive programs for licensing.

Staff will continue to seek opportunities to expand community relations programming, including school presentations and other partnering opportunities while participating in a wide variety of events and venues for community-based education and adoptions.



Not Allocated to Organizational Unit

Employer Contribution Reserve Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 2,685,280 | 2,712,044 | 2,757,044 | 2,754,241 | - |
| Current Revenues | | | | | |
| Other Revenue | 26,764 | 42,197 | - | - | - |
| Interfund Transfers | - | - | - | - | - |
| Subtotal Current Revenues | 26,764 | 42,197 | - | - | - |
| Total Resources | 2,712,044 | 2,754,241 | 2,757,044 | 2,754,241 | - |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Materials & Services | - | - | - | - | - |
| Subtotal Current Expenditures | - | - | - | - | - |
| Interfund Transfers | - | - | 2,757,044 | 2,754,241 | - |
| Contingency | - | - | - | - | - |
| Ending Fund Balance | 2,712,044 | 2,754,241 | - | - | - |
| Total Requirements | 2,712,044 | 2,754,241 | 2,757,044 | 2,754,241 | - |

* This fund is closed.



Description of Fund

This fund was established to hold monies to be used to help offset increases in County contributions to the Public Employees Retirement System (PERS).

Revenue Summary

Initial funding was provided by proceeds from the demutualization of two insurance providers, a refund of reserves held by Blue Cross, and interest earnings. Interfund transfers from the General Fund of \$0.8 million in 2005-06, \$2.3 million in 2010-11, and \$0.35 million in 2016-17 complete the revenue history.

Expenditure Summary

An interfund transfer to the General Fund will be done to close this fund.

Significant Issues & Changes

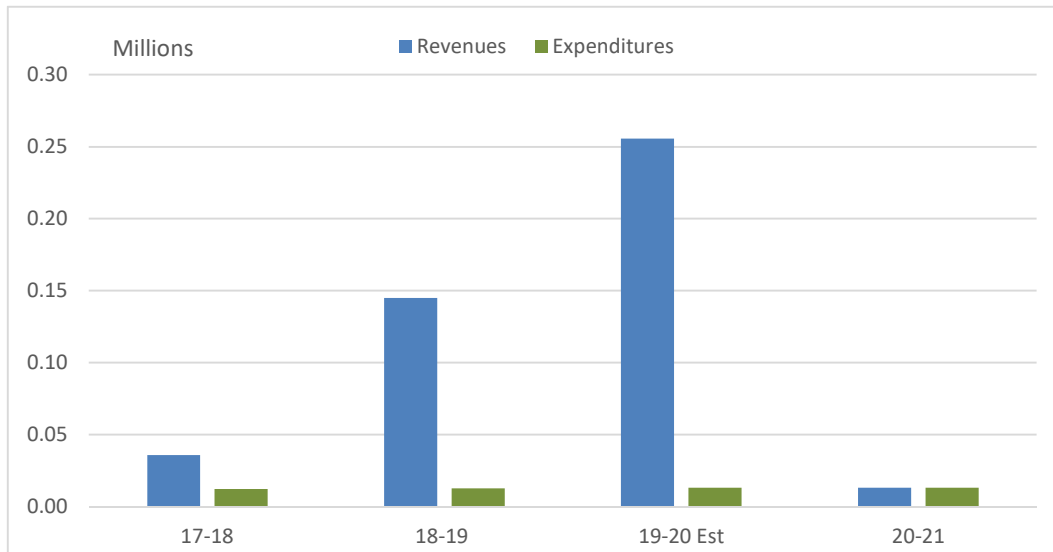
This fund is closing at the end of fiscal year 2019-20



Not Allocated to Organizational Unit

County Safety Net Legislation Local Proj Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | - | - | - | 49,152 | - |
| Current Revenues | | | | | |
| Prior Year Revenue (Dedicated) | 32,760 | 139,777 | 359,431 | 177,194 | 13,174 |
| Federal Revenue | - | - | - | 78,331 | - |
| Other Revenue | 2,916 | 5,072 | - | - | - |
| Subtotal Current Revenues | 35,676 | 144,849 | 359,431 | 255,525 | 13,174 |
| Total Resources | 35,676 | 144,849 | 359,431 | 304,677 | 13,174 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Allocated Costs | 12,110 | 12,824 | 13,174 | 13,174 | 13,174 |
| Subtotal Current Expenditures | 12,110 | 12,824 | 13,174 | 13,174 | 13,174 |
| Special Payments | 23,567 | 82,873 | 346,257 | 278,329 | - |
| Ending Fund Balance | - | 49,152 | - | 13,174 | - |
| Total Requirements | 35,676 | 144,849 | 359,431 | 304,677 | 13,174 |



Current Operating Revenues vs. Expenditures



Description of Fund

Congress passed the “Secure Rural Schools and Community Self-Determination Act of 2000” commonly referred to as the County Safety-Net legislation. Pursuant to this legislation, the Clackamas County Board of Commissioners allocates a portion of the funds for allowable local projects each year. This fund was created to account for those local projects and activities. Permissible uses of project funds include the following:

1. Search, rescue, and emergency services on federal lands.
2. Staffing of community service work performed on federal lands.
3. Easement purchases (access or conservation).
4. Forest related after-school educational opportunities.
5. Fire prevention and county wildlife planning.
6. Funds matching for Urban/Community Forestry programs under the Cooperative Forestry Assistance Act of 1978.

Revenue Summary

The revenue for this fund consists of fund balance carried forward from the prior year plus any new receipts and interest earned.

Expenditure Summary

Project proposals are evaluated and awarded through a competitive bidding process.

Significant Issues & Changes

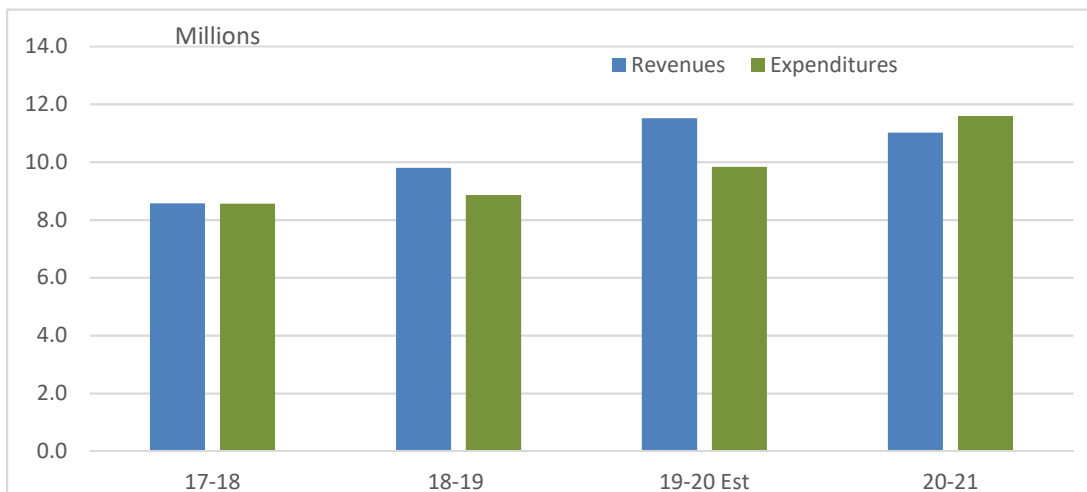
None.



Health and Human Services

Public Health Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 466,322 | 67,834 | 492,892 | 492,892 | 1,556,170 |
| Current Revenues | | | | | |
| Prior Year Revenue (Dedicated) | - | 465,510 | 235,272 | 235,272 | - |
| Federal Revenue | 1,544,738 | 1,524,878 | 1,860,137 | 1,878,901 | 1,442,268 |
| State Revenue | 1,281,203 | 1,873,507 | 1,963,484 | 2,270,915 | 2,071,393 |
| Local Revenue | 377,355 | 578,708 | 1,163,935 | 923,669 | 1,424,121 |
| Licenses | 1,091,717 | 1,096,662 | 1,382,742 | 1,312,585 | 1,273,332 |
| Fees & Fines | 2,133,457 | 1,962,311 | 2,134,454 | 2,161,245 | 2,661,726 |
| Other Revenue | 32,142 | 26,666 | 50,000 | 24,191 | 22,600 |
| Interfund Transfers | 2,105,162 | 2,268,696 | 2,708,765 | 2,708,765 | 2,122,720 |
| Subtotal Current Revenues | 8,565,774 | 9,796,938 | 11,498,789 | 11,515,543 | 11,018,160 |
| Total Resources | 9,032,096 | 9,864,772 | 11,991,681 | 12,008,435 | 12,574,330 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 5,354,091 | 5,534,925 | 7,117,227 | 6,130,739 | 7,251,254 |
| Materials & Services | 1,750,064 | 2,023,566 | 2,177,393 | 2,205,657 | 2,727,084 |
| Allocated Costs | 1,456,847 | 1,297,136 | 1,381,323 | 1,499,365 | 1,613,167 |
| Subtotal Current Expenditures | 8,561,002 | 8,855,627 | 10,675,943 | 9,835,761 | 11,591,505 |
| Special Payments | 403,261 | 516,253 | 661,580 | 616,504 | 598,740 |
| Contingency | - | - | 654,158 | - | 384,085 |
| Ending Fund Balance | 67,833 | 492,892 | - | 1,556,170 | |
| Total Requirements | 9,032,096 | 9,864,772 | 11,991,681 | 12,008,435 | 12,574,330 |
| Budgeted Full-Time Equivalents | 50.05 | 48.05 | 56.55 | 56.55 | 56.55 |



Current Operating Revenues vs. Expenditures



Description of Fund

Clackamas County is the Local Public Health Authority (LPHA), and essential public health services are provided through the Public Health Division within the Department of Health, Housing & Human Services (H3S). The Public Health Division provides environmental health inspections and licenses, policy and assessment, access to care, infectious disease control, and education services to residents and businesses. Public Health also manages the vital records for all births and deaths reported within Clackamas County and oversees emergency medical services.

The Public Health Division has enhanced its service delivery model over the last six years, largely because of accreditation and Public Health Modernization. Both require the division to lead with a systemic lens and work strategically with multiple partners and sectors to address the social, environmental, and economic conditions that affect the health and health equity of our community members. Accreditation and Public Health Modernization improve Public Health's service, value, and accountability to stakeholders.

Revenue Summary

The revenue for Public Health includes federal, state, and local grants. The next largest revenue sources include fees, fines, licenses, and charges for services, including patient fees, inspection fees, and vital statistics certification fees. The remainder of the division revenue is composed of County general fund and fund balance.

Expenditure Summary

The total Public Health budget is 12.6 million dollars. Personnel service costs account for 57 percent or \$7.2 million of total budgeted expenditures funding 56.55 FTE. Materials and services account for 27 percent or \$3.3 million of budget expenditures. Indirect and cost allocation charges account for 13 percent or \$1.6 million of budgeted expenditures.

Significant Issues & Changes

The underfunding of public health programs has led to serious gaps in our readiness to respond to disease outbreaks, natural disasters, and other emergencies. Public Health is currently leading the County's local response to COVID-19 with the Disaster Management Department and in coordination with county departments, local municipalities, regional, state, and federal partners. Looking forward, the contact tracing elements of the COVID response will likely require additional resources. Clackamas County is also experiencing changing demographics, and diminishing population health that requires the Public Health Division to continuously adapt its service delivery model.

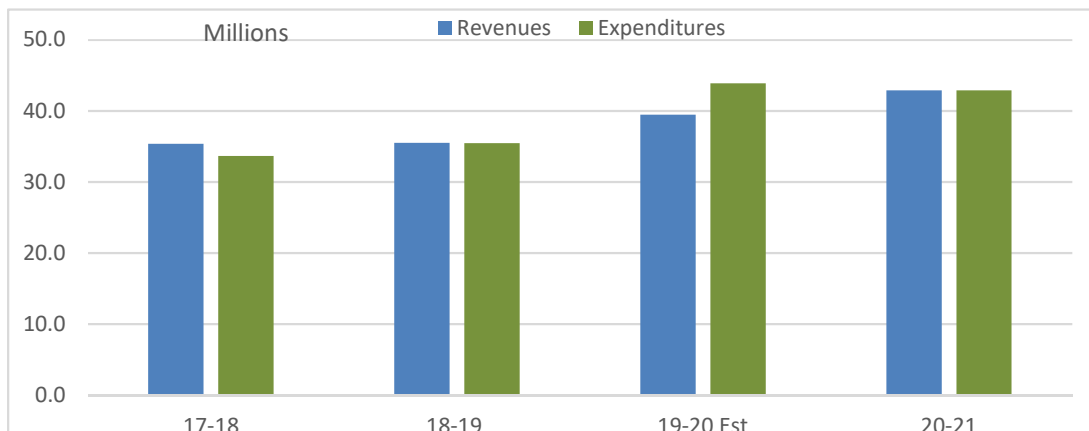
Due to COVID-19 restaurant/bar closures in FY 19-20, in FY 20-21 we anticipate a 20% reduction in the reopening of licensed facilities. This revenue loss and the decision to not implement a full-cost-recovery fee increase, has left the Environmental Health program with a deficit requiring Public Health to backfill with Death Certificate revenue from their Vital Statistics program.



Health and Human Services

Clackamas Health Centers Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 14,933,861 | 16,641,927 | 16,662,487 | 16,662,487 | 12,215,719 |
| Current Revenues | | | | | |
| Federal Revenue | 2,547,875 | 2,685,162 | 2,731,026 | 2,978,786 | 2,728,650 |
| State Revenue | 1,750,665 | 1,921,373 | 583,516 | 1,629,451 | 608,717 |
| Local Revenue | 935,340 | 447,567 | 517,336 | 1,463,773 | 1,350,000 |
| Fees & Fines | 29,412,088 | 29,611,777 | 37,039,524 | 32,564,122 | 37,477,069 |
| Other Revenue | 190,973 | 266,689 | 187,895 | 233,747 | 222,635 |
| Interfund Transfers | 543,188 | 567,643 | 587,523 | 587,523 | 518,909 |
| Subtotal Current Revenues | 35,380,129 | 35,500,211 | 41,646,820 | 39,457,402 | 42,905,980 |
| Total Resources | 50,313,990 | 52,142,138 | 58,309,307 | 56,119,889 | 55,121,699 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 24,185,957 | 26,507,901 | 32,902,160 | 30,312,401 | 33,651,828 |
| Materials & Services | 6,148,668 | 5,556,523 | 4,616,905 | 6,641,633 | 5,357,834 |
| Allocated Costs | 3,174,206 | 3,353,581 | 3,796,569 | 3,771,727 | 3,896,318 |
| Capital Outlay | 163,233 | 61,646 | 3,183,551 | 3,148,868 | - |
| Subtotal Current Expenditures | 33,672,064 | 35,479,651 | 44,499,185 | 43,874,629 | 42,905,980 |
| Special Payments | - | - | 300,000 | - | - |
| Interfund Transfer | - | - | 29,541 | 29,541 | - |
| Reserves | - | - | 9,666,103 | - | 10,581,790 |
| Contingency | - | - | 3,814,478 | - | 1,633,929 |
| Ending Fund Balance | 16,641,926 | 16,662,487 | - | 12,215,720 | - |
| Total Requirements | 50,313,990 | 52,142,138 | 58,309,307 | 56,119,889 | 55,121,699 |
| Budgeted Full-Time Equivalents | 206.06 | 219.34 | 249.94 | 249.94 | 244.56 |



Current Operating Revenues vs. Expenditures



[Description of Fund](#)

The Clackamas Health Centers Division, a Federally Qualified Health Center (FQHC), is a mission-driven organization that works to promote the oral, physical, and mental health of its community members, and strives to prevent disease, injury, and disability.

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

The division is organized as follows:

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

Primary Care, Dental, and School-Based Health Centers provide comprehensive health services. The focus is to treat and improve the physical, oral and mental health of each patient. The School-Based Health Centers provide medical and mental health services in a school setting to students in the Oregon City School District, the North Clackamas School District, and Sandy's Oregon Trail School District.

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

[Revenue Summary](#)

The Health Centers Division projected FY20-21 budget is \$55 million. It receives the majority of its revenue through a combination of federal and state funding. The Division also receives County general fund. Budget assumptions for FY20-21 revenue predict conservative growth in new and existing revenue streams when compared to FY19-20 year-end projected totals.

[Expenditure Summary](#)

In the FY20-21 budget, personnel services costs account for about 61 percent of total expenditures and support 244 FTE. Materials and Services and Cost Allocations are operating expenditures, which are 17 percent of the budget. The remaining 22 percent is budgeted as reserves and contingency, which represents the resources available for unanticipated expenditures. The use of reserves and contingency requires prior approval by the Board of County Commissioners and the Health Centers Division Community Health Council.

[Significant Issues & Changes](#)

The Health Centers Division reduced its operating expenditures to align with the conservative growth in federal and state revenue. Monitoring and managing revenue and expenditures, which can be impacted by federal and state legislation, will continue to be a top priority. The division continues to work toward revenue growth and sustainable operations, and expand health care services by investing in underserved areas. These efforts will continue into the FY20-21 fiscal year.

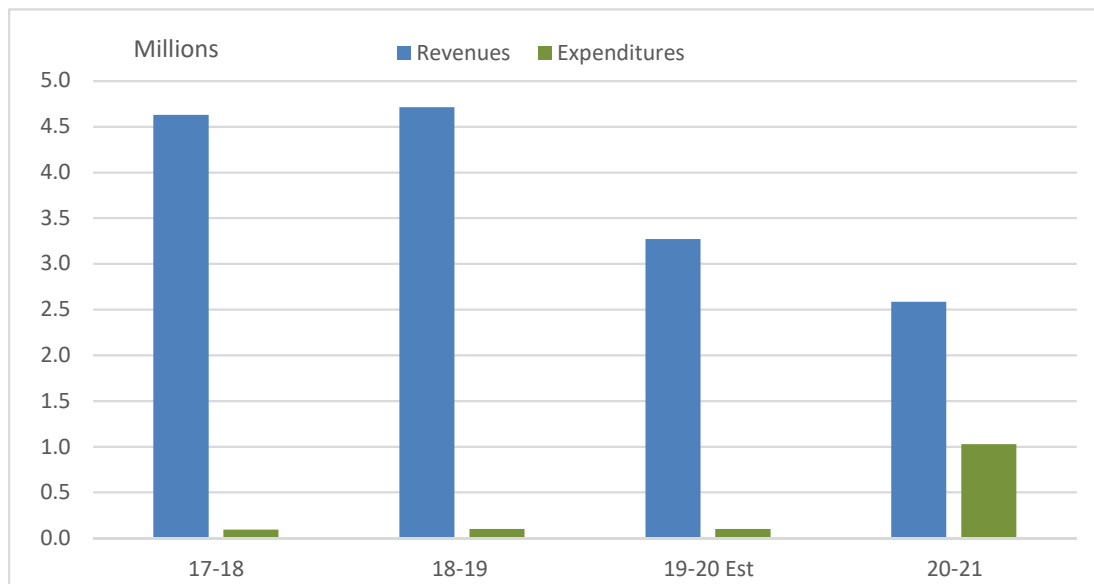


Not Allocated to Organizational Unit

Transient Room Tax Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 197,560 | 205,546 | - | 26 | 882 |
| Current Revenues | | | | | |
| Local Revenue | 4,629,328 | 4,712,304 | 5,425,636 | 3,269,155 | 1,683,385 |
| Other Revenue | 25 | - | - | - | - |
| Interfund Transfers | | | | | 901,046 |
| Subtotal Current Revenues | 4,629,353 | 4,712,304 | 5,425,636 | 3,269,155 | 2,584,431 |
| Total Resources | 4,826,913 | 4,917,850 | 5,425,636 | 3,269,181 | 2,585,313 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | | | | | 407,184 |
| Materials & Services | 92,427 | 98,926 | 100,000 | 100,000 | 619,629 |
| Subtotal Current Expenditures | 92,427 | 98,926 | 100,000 | 100,000 | 1,026,813 |
| Special Payments | | | | | 254,455 |
| Interfund Transfers | 4,528,940 | 4,818,898 | 5,325,636 | 3,169,181 | 1,154,045 |
| Contingency | | | | | 150,000 |
| Ending Fund Balance | 205,546 | 26 | - | - | - |
| Total Requirements | 4,826,913 | 4,917,850 | 5,425,636 | 3,269,181 | 2,585,313 |

Budgeted Full-Time Equivalent 2.00



Current Operating Revenues vs. Expenditures



Description of Fund

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

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

Revenue Summary

New transient room tax receipts anticipated at \$1.4 million provide virtually all the revenue for this fund.

The remaining revenue is \$424,340 in regional funds plus interest, miscellaneous fees and sales, reimbursements, and monies carried forward from the prior fiscal year. \$254,455 from the General Fund is transferred to this fund for the Clackamas County Arts Alliance.

Expenditure Summary

The Clackamas County Fair is guaranteed an annual income indexed for inflation, under the amended Transient Room Tax Ordinance. The balance of all revenues collected, less a 2% administrative service charge (shown in materials and services), is used by the Tourism Development Council for the development and promotion of tourism in Clackamas County. This fiscal year the interfund transfer reflects an expenditure of \$XXX,XXX for the County Fair.

Personnel services accounts for \$308,870 of CCTCA's overall budget funding two (2) full-time equivalent positions. This is a change from the previous year since thirteen (13) positions were eliminated due to the impacts of the COVID-19 pandemic on revenue from Transient Room Tax. A portion of personnel services is supported by regional funds but the majority comes from TRT revenue.

The remaining funds will be used for destination development and marketing. County TRT will also be used to rebuild the program contingency.

The County, through its General Fund, supports arts and culture through a partnership with the Clackamas County Arts Alliance to ensure that residents and visitors have access to arts and cultural opportunities and resources, while supporting a variety of local jobs and educational initiatives in the creative services industry. In FY 2020-21, \$254,455 will be provided for this work.

Significant Issues & Changes

Fund Change

As part of the County's process of developing an updated chart of accounts, the Tourism Development Fund was eliminated. Effective July 1, CCTCA's revenues and expenditures are a part of the Transient Room Tax fund.

Impacts of COVID-19

Transient Room Tax revenue saw a significant decline in the final quarter of FY 2019-20. Impacts will continue through FY2020-21 drastically reducing TRT revenue. As a result, Tourism laid off thirteen (13) staff members; prioritized core program functions; and temporarily became a division of County Administration.

Clackamas County Arts Alliance

Funding for the arts was reduced by 15% this year consistent with County efforts to balance the budget. Funds provided to Clackamas County Arts Alliance also support the Right Brain Initiative and Regional Arts & Culture Council. These two programs are separate as of FY2020-21.



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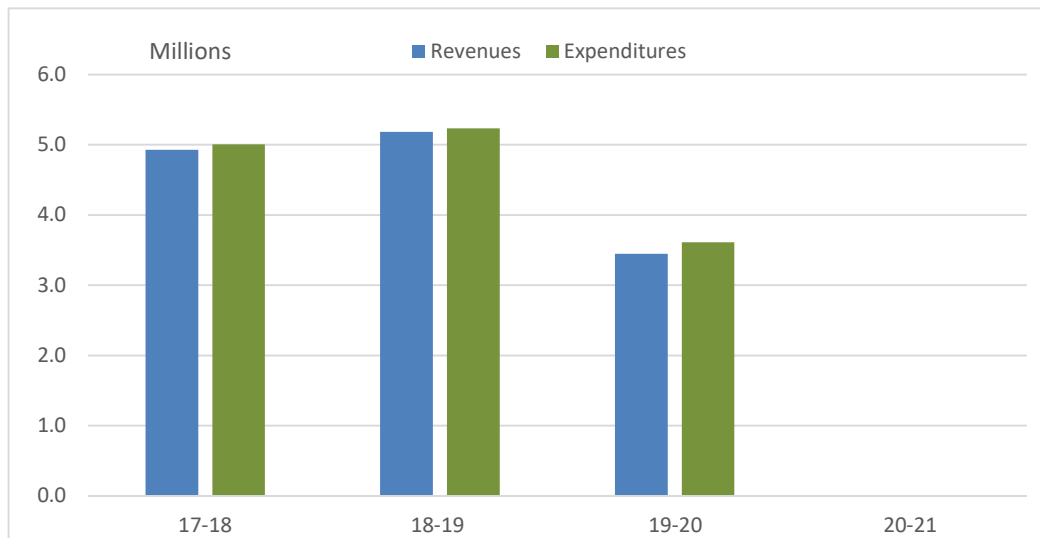
CLACKAMAS
C O U N T Y



Culture, Education and Recreation

Tourism Development Fund (Closed)

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 884,642 | 808,542 | 461,493 | 461,493 | |
| Current Revenues | | | | | |
| Fees and Local Revenue | 518,308 | 479,583 | 419,042 | 424,340 | |
| Other Revenue | 43,976 | 66,530 | 9,500 | 47,810 | |
| Interfund Transfers | 4,369,469 | 4,640,387 | 5,049,498 | 2,973,943 | |
| Subtotal Current Revenues | 4,931,753 | 5,186,500 | 5,478,040 | 3,446,093 | |
| Total Resources | 5,816,395 | 5,995,042 | 5,939,533 | 3,907,586 | |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 1,531,951 | 1,824,460 | 2,079,637 | 1,832,077 | |
| Materials & Services | 3,475,902 | 3,409,730 | 3,110,536 | 1,775,268 | |
| Subtotal Current Expenditures | 5,007,853 | 5,234,190 | 5,190,173 | 3,607,345 | |
| Special Payments | - | 299,359 | 299,360 | 299,359 | |
| Contingency | - | - | 450,000 | - | |
| Ending Fund Balance | 808,542 | 461,493 | - | - | |
| Total Requirements | 5,816,395 | 5,995,042 | 5,939,533 | 3,906,704 | |
| Budgeted Full-Time Equivalents | 14.00 | 14.00 | 15.00 | 15.00 | |



Current Operating Revenues vs. Expenditures



Description of Fund

This fund is the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and is delivered by Clackamas County Tourism & Cultural Affairs (CCTCA).

Revenue Summary

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

Expenditure Summary

The Clackamas County Fair is guaranteed an annual income indexed for inflation, under the amended Transient Room Tax Ordinance. The balance of all revenues collected, less a 2% administrative service charge (shown in materials and services), is used by the Tourism Development Council for the development and promotion of tourism in Clackamas County.

Significant Issues & Changes

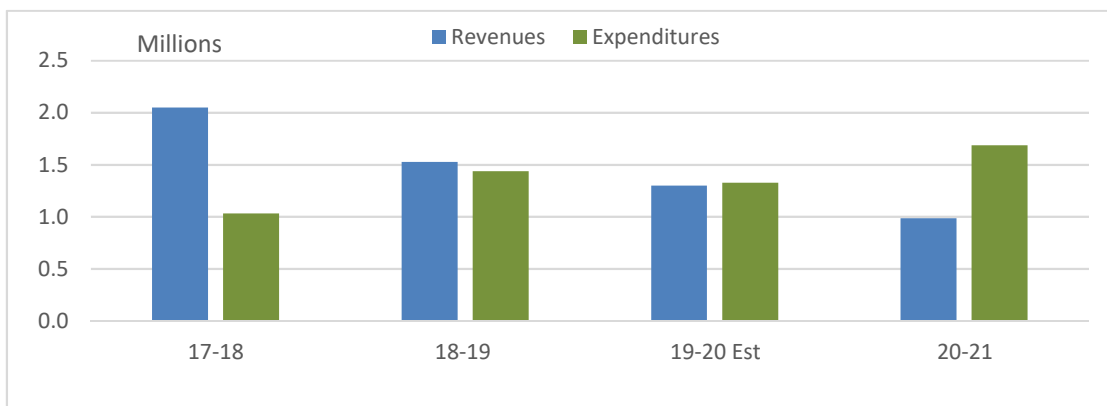
Effective July 1, 2020, the Tourism Fund has merged with the Transient Room Tax Fund.



Culture, Education and Recreation

Forest Management Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 2,643,751 | 3,341,393 | 3,431,003 | 3,431,004 | 3,404,207 |
| Current Revenues | | | | | |
| Federal Revenue | 80,290 | 41,806 | 102,176 | 97,064 | 87,731 |
| Local Revenue | | 44,359 | | | |
| Other Revenue | | | | | |
| Land and Timber Sales | 1,857,654 | 1,308,701 | 1,100,000 | 1,100,000 | 805,000 |
| Miscellaneous | 35,916 | 58,195 | 28,750 | 57,102 | 47,000 |
| Interfund Transfers | 75,000 | 75,000 | 75,000 | 45,000 | 45,000 |
| Subtotal Current Revenues | 2,048,860 | 1,528,061 | 1,305,926 | 1,299,166 | 984,731 |
| Total Resources | 4,692,611 | 4,869,454 | 4,736,929 | 4,730,170 | 4,388,938 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 458,570 | 492,548 | 568,745 | 550,168 | 533,609 |
| Materials & Services | 249,785 | 829,714 | 609,216 | 666,853 | 217,296 |
| Cost Allocation Charges | 54,685 | 63,600 | 70,942 | 70,942 | 70,020 |
| Capital Outlay | 268,177 | 52,589 | 776,712 | 38,000 | 865,500 |
| Subtotal Current Expenditures | 1,031,217 | 1,438,451 | 2,025,615 | 1,325,963 | 1,686,425 |
| Special Payments | - | - | 10 | - | 1,000 |
| Interfund Transfer | 320,000 | - | 280,847 | - | 150,829 |
| Reserves | - | - | 2,250,046 | - | 2,442,190 |
| Contingency | - | - | 180,411 | - | 108,494 |
| Ending Fund Balance | 3,341,393 | 3,431,005 | - | 3,404,207 | - |
| Total Requirements | 4,692,611 | 4,869,454 | 4,736,929 | 4,730,170 | 4,388,938 |
| Budgeted Full-Time Equivalent | 2.76 | 3.26 | 3.26 | 3.26 | 2.86 |



Current Operating Revenues vs. Expenditures



Description of Fund

The *Forest Management Fund* was established to maintain capital reserves to sustain ongoing forest and park capital and operations requirements. Timber harvest activity on County-owned forest land is currently received into the fund along with proceeds from land sales.

Revenue Summary

The fiscal year 2020-21 beginning fund balance is expected to be \$3.4 million. Other budgeted revenues include \$5,000 from major timber sales, a \$45,000 interfund transfer from the Department of Transportation and Development Office of Sustainability, and interest earnings of \$45,000.

Expenditure Summary

Expenditures in fiscal year 2020-21 include \$533,609 in personnel services to provide for 2.86 full-time equivalent positions. Materials and services expenditures of \$287,316 will facilitate timber harvesting costs, provide for reforestation of newly harvested forest stands, and removal of 20 tons of debris from approximately 50 illegal dumpsites. An interfund transfer of \$150,829 to the *County Parks Fund* supports capital improvements at our County Park facilities. Finally, \$800,000 has been budgeted for the potential purchase of additional timberland.

Significant Issues & Changes

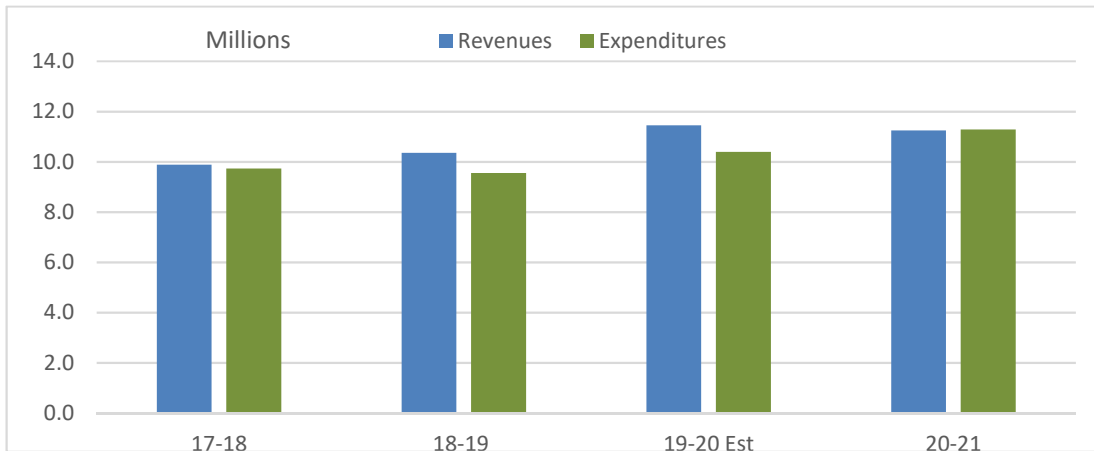
- A ten-year Forest Management Plan has been developed to guide future forest management planning, timber production, and harvesting strategies. The Board of County Commissioners recently approved an expansion of the County Forest Strategic Timberlands Acquisition Program to enhance forestland inventory, Cross Laminated Timber (CLT), and climate change objectives.
- 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 \$45,000 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 20-21 so that staff may focus on other, higher-priority projects and initiatives. In particular, the Forestry Program is evaluating the feasibility of enrolling portions of the County owned forest lands into a voluntary carbon program to help meet climate change goals for carbon sequestration and carbon credit capture.



Public Protection

Juvenile Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 2,549,346 | 2,699,331 | 3,495,309 | 3,495,309 | 1,055,627 |
| Current Revenues | | | | | |
| Prior Year Revenue (Dedicated) | 315,431 | - | - | 54,367 | - |
| Federal Revenue | 150,449 | 178,320 | 139,929 | 108,122 | 128,264 |
| State Revenue | 1,229,471 | 1,833,686 | 1,490,113 | 1,590,113 | 1,508,102 |
| Local Revenue | 136,242 | 34,704 | 134,350 | 79,594 | 83,288 |
| Fees & Fines | 71,217 | 21,198 | 54,484 | 8,872 | 54,484 |
| Miscellaneous Revenue | 3,439 | 358 | 0 | 1,114 | 0 |
| Interfund Transfers | 7,977,463 | 8,282,902 | 9,608,642 | 9,608,642 | 9,467,000 |
| Subtotal Current Revenues | 9,883,712 | 10,351,168 | 11,427,518 | 11,450,824 | 11,241,138 |
| Total Resources | 12,433,058 | 13,050,499 | 14,922,827 | 14,946,133 | 12,296,765 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 5,622,525 | 5,583,238 | 6,486,974 | 6,139,522 | 6,423,460 |
| Materials & Services | 3,463,104 | 3,355,960 | 4,088,740 | 3,553,871 | 4,164,677 |
| Allocated Costs | 647,085 | 606,147 | 701,804 | 701,804 | 703,001 |
| Capital Outlay | 1,013 | 9,846 | - | - | - |
| Subtotal Current Expenditures | 9,733,727 | 9,555,191 | 11,277,518 | 10,395,197 | 11,291,138 |
| Interfund Transfer | - | - | 3,495,309 | 3,495,309 | 1,005,627 |
| Contingency | - | - | 150,000 | - | - |
| Ending Fund Balance | 2,699,331 | 3,495,309 | | 1,055,627 | - |
| Total Requirements | 12,433,058 | 13,050,499 | 14,922,827 | 14,946,133 | 12,296,765 |
| Budgeted Full-Time Equivalents | 44.00 | 43.00 | 47.00 | 47.00 | 47.00 |



Current Operating Revenues vs. Expenditures



Description of Fund

The Juvenile Fund is a consolidation of multiple organizational funding streams, which support Clackamas County Juvenile Department (CCJD). CCJD provides a continuum of services for low, medium and high-risk youth charged with violations and crimes, and referred to the department for intervention. Balanced and restorative justice practices are incorporated into CCJD's services and interactions with victims, youth, and the community. Services that support these interventions include a 24-hour Juvenile Intake and Assessment Center, diversion alternatives, informal and court-ordered supervision, community service, victim services, skills groups, programs, short-term residential placements, and secure detention.

Summary of Revenues and Expenses

Clackamas County Juvenile Department's total operating budget is supported with County General Fund, state, federal and local funds. County General fund is 75.82% of the total budget, while state, federal, local government and other Clackamas County department funds, as well as carryforward make up the remaining 24.18%.

Note: State funding estimates are based on January 2020 projections from state partners. Actual state funding may decrease or be eliminated through the anticipated special session of Oregon Legislature to address the anticipated shortfalls identified in the May 2020 Revenue Forecast.

CCJD estimates receiving \$1,016,642 from the Oregon Youth Authority (OYA) in FY 2020-21, which is comprised of \$978,809 of Juvenile Crime Prevention (JCP) Basic and Diversion funding and \$37,833 of Individualized Services funding. JCP Basic and Diversion funding is utilized, in conjunction with general fund, to purchase contracted detention services. Detention services are statutorily mandated services. In FY 2020-21, the daily bed rate increased to \$327.18, an increase of 2.8%. The total detention contract amount for FY 2020-21 is \$1,552,470. JCP Basic and Diversion funds support 63% of this contract with general fund supporting 37%. The Individualized Services funding supports treatment services for youth who have committed sex offenses, as well as behavioral health assessments. It also is utilized for client support services such as General Education Diplomas (GED), bus passes, and items needed for employment.

CCJD estimates receiving \$226,420 of JCP Prevention funds from Oregon Department of Education-Youth Development Council (YDC) in FY 2020-21. Best practices in juvenile justice prescribe a continuum of interventions for low, medium and high-risk youth. This funding, in conjunction with general fund and funding from cities, provides diversion services to first time offenders and low risk youth, which incorporates restorative justice throughout the local communities in Clackamas County.

CCJD estimates receiving \$65,040 from the Oregon Department of Correction's (ODOC), Criminal Fine Account. This revenue supports 0.5 FTE of a full time juvenile counselor position.

CCJD estimates receiving \$200,000 of Behavior Rehabilitation Services (BRS) - Medicaid reimbursement funding from Oregon Department of Human Services-Oregon Health Authority in FY 2020-21. The funding is a partial reimbursement for Medicaid eligible youth placed in an out of home placement setting.

CCJD contracts for community short-term residential placement services for up to 7.8 youth on average each day. Each placement provides up to 90 days of stabilization and assessment for medium and high-risk youth in a foster home setting. The contracted short-term residential placement services total \$649,330. BRS – Medicaid reimbursement fund approximately 26% of the services. General fund support for the services is 69%.

Assessment and Evaluation residential beds are contracted through Multnomah County Juvenile Services Division. This contract, anticipated to be \$126,449 in FY 2020-21, will provide a total of 554 placement days each year. This contracted service allows some youth to be diverted from costly detention beds, and allows a resource for high risk and dual

diagnosis youth. BRS – Medicaid reimbursement funds approximately 25% of the services. General fund support for the services is 75%.

In addition to the funding described above for short-term residential placement and assessment and evaluation services, the department has \$100,069 budgeted in general fund to be able to provide equity in services to undocumented and under-insured youth, who are in need of residential placements.

Federal funds account for approximately 1% of the total FY 2020-21 budget, with CCJD receiving \$43,000 of U.S. Department of Labor funding through Clackamas Career and Technical Education Consortium (C-TEC) to fund 52% of a 1.0 FTE-Human Services Coordinator 1 to provide educational and job support services to justice-involved youth, as well as \$80,264 in Federal Title IV-E administrative reimbursement through Oregon DHS for residential services.

Note: CCJD continues to be unable to accept U.S. Department of Justice grants, estimated at approximately \$65,301 annually, as the County is unable to provide certification of compliance due to Oregon's sanctuary state status.

[Significant Issues and Changes](#)

During the FY 2019-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget. This resulted in a reduction of 7.00 Vacant FTE equaling \$842,649 of ongoing personnel expenses as well as a net interfund transfer of \$2,297,811 of the Juvenile Department's fund balance back to the General Fund. The Juvenile Department committed to no longer retaining fund balance, and in the future to transfer any unspent year-end funds back to the General Fund.

In the FY 2020-21 budget, the Juvenile Department is estimating it will transfer \$1,005,627 of unspent balance to the General Fund.

In FY 2019-20 CCJD received \$51,933 (62%) less grant funding from the Oregon Criminal Justice Commission (CJC) due to a steady decline in youth enrollments. With the dwindling enrollment and the significant loss of funding, the Juvenile Department determined it was no longer feasible to continue the program. There are no service level impacts, as CCJD continues to provide case management and services to youth with substance abuse issues.

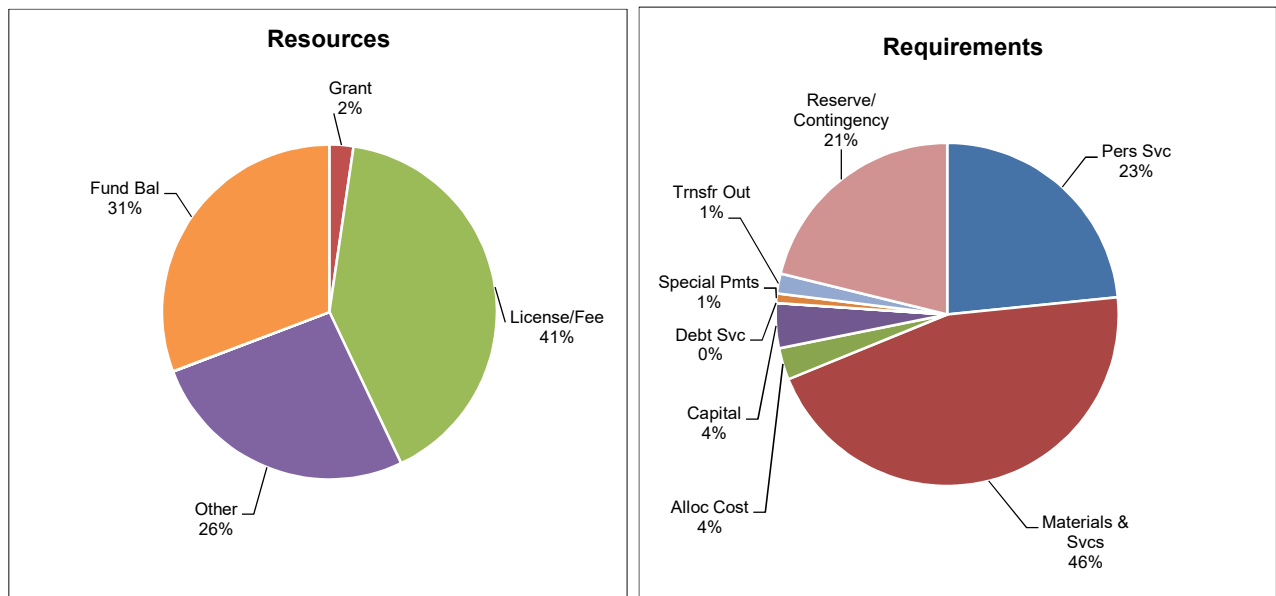
The original Juvenile Department building, constructed in 1962, has required numerous upgrades. On-going maintenance of leaking water pipes in the ceilings will continue to need priority repairs. As the courthouse is built and roads are moved, one of the program buildings will likely be demolished due to the condition of the building, which will result in a loss of program space. The Department currently is housed in five separate buildings to accommodate staff and program supplies.



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Internal Service and Enterprise Funds



An Internal Service fund is used to account for goods or services furnished by one department to other departments within the County.

An Enterprise fund is used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product.

Internal Service and Enterprise Funds

Funds Included In This Section:

Department:

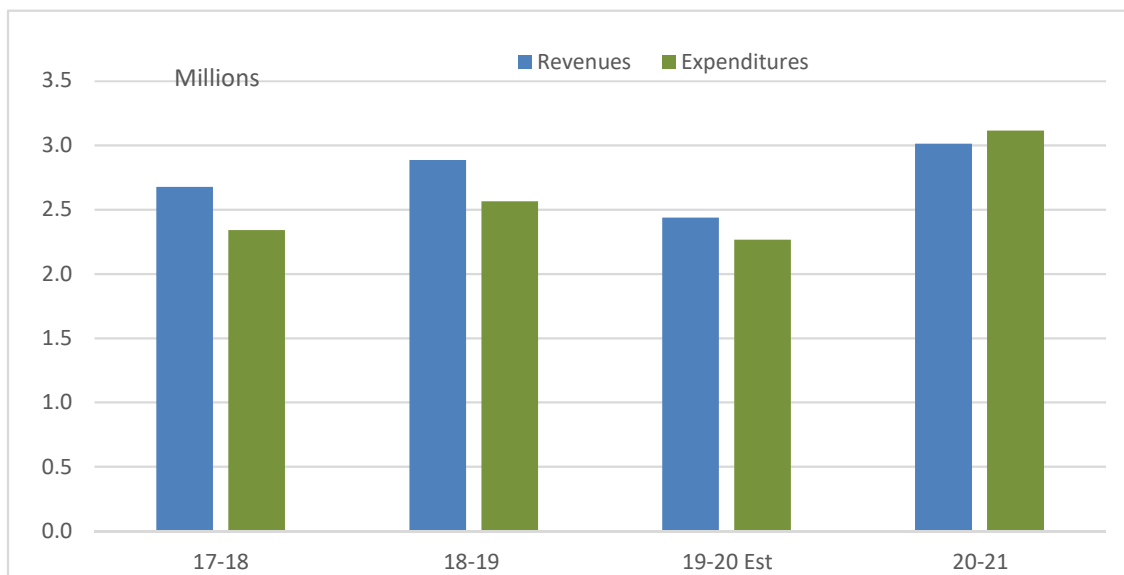
| | |
|----------------------------------|---------------------------------|
| Stone Creek Golf Course Fund | Business and Community Services |
| Clackamas Broadband Utility Fund | Technology Services |
| Records Management Fund | Clerk |
| Facilities Management Fund | Finance |
| Telecommunication Service Fund | Technology Services |
| Information Services Fund | Technology Services |
| Central Dispatch Fund | Emergency Communications |
| Self-Insurance Fund | Employee Services |
| Risk Management Claims Fund | Employee Services |
| Fleet Services Fund | Transportation and Development |



Golf Course (Business-type Activity)

Stone Creek Golf Course Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 775,819 | 861,352 | 931,984 | 931,984 | 1,001,907 |
| Current Revenues | | | | | |
| State Revenues | - | - | - | - | 150,000 |
| Fees & Fines | 2,668,427 | 2,872,482 | 2,850,000 | 2,425,111 | 2,850,000 |
| Other Revenue | 7,703 | 12,643 | 7,000 | 12,000 | 12,000 |
| Subtotal Current Revenues | 2,676,130 | 2,885,125 | 2,857,000 | 2,437,111 | 3,012,000 |
| Total Resources | 3,451,949 | 3,746,477 | 3,788,984 | 3,369,095 | 4,013,907 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Materials & Services | 2,277,074 | 2,386,865 | 2,486,457 | 2,225,409 | 2,494,457 |
| Allocated Costs | 7,107 | 8,598 | 11,499 | 11,499 | 11,499 |
| Capital Outlay | 56,415 | 169,031 | 288,000 | 30,280 | 608,000 |
| Subtotal Current Expenditures | 2,340,596 | 2,564,494 | 2,785,956 | 2,267,188 | 3,113,956 |
| Special Payments | - | - | 5,000 | - | 1,000 |
| Interfund Transfers | 250,000 | 250,000 | 200,000 | 100,000 | - |
| Reserve for Future Expenditures | - | - | 547,990 | - | 590,840 |
| Contingency | - | - | 250,038 | - | 308,111 |
| Ending Fund Balance | 861,352 | 931,984 | - | 1,001,907 | - |
| Total Requirements | 3,451,949 | 3,746,477 | 3,788,984 | 3,369,095 | 4,013,907 |



Current Operating Revenues vs. Expenditures



Description of Fund

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

Stone Creek Golf Club features a Peter Jacobsen/Jim Hardy scenically designed course with spectacular views of Mt. Hood and is an International Audubon Sanctuary. The golf course is laid out over 120 acres of land with old-growth Douglas Firs, lakes, four wetlands, and forty-three bunkers. The County contracts with Gordon Tolbert, owner of Total Golf Management Services, LLC (TGM), who manages, operates, and maintains the golf course. Stone Creek has received several awards and recognitions over the years, most notably:

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

Revenue Summary

Revenue is composed primarily of golf course fees which are budgeted to be \$2.85 million in fiscal year 2020-21, State Parks grant revenue of \$150,000, and a small amount from interest earnings.

Expenditure Summary

Expenditures for contracted services to operate and maintain the golf course and the popular walking trail around the perimeter of the course make up the largest portion of the expenses, budgeted at \$2.51 million. Operating equipment and land and building improvements for the golf course are budgeted at \$608,000.

Significant Issues & Changes

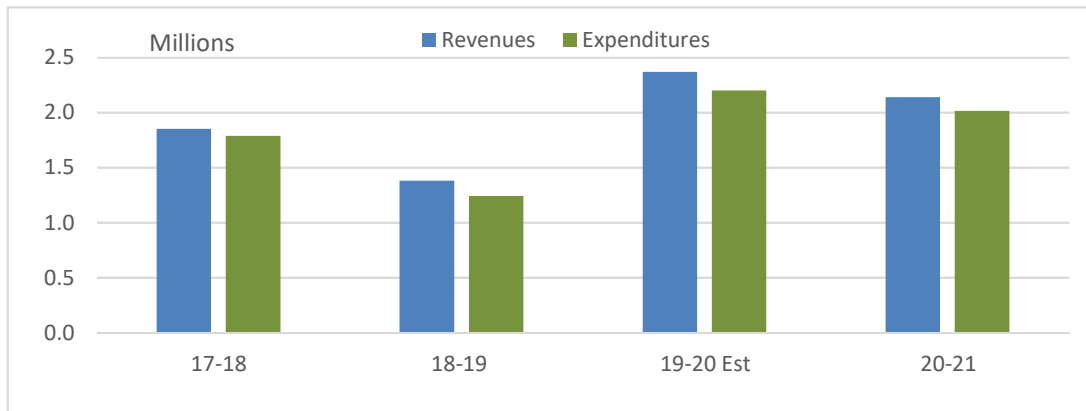
- BCS has been working with Total Golf Management Services, LLC (TGM) to set up a capital asset repair and replacement schedule. The goal is to determine the funds that need to be set aside annually to pay for the future repair and replacement of the *Stone Creek Golf Club Program's* capital assets.
- 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. Defeating the debt helped ensure a long-term sustainable revenue stream for the *County Parks Program*.
- In fiscal year 2018-19, the *Stone Creek Golf Club Program* installed an emergency access road into the facility. This road will help decrease the time it takes for first responders to get to the Stone Creek Golf Club in cases of medical or other emergencies.



Golf Course (Business-type Activity)

Clackamas Broadband Utility Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 270,865 | 313,590 | 408,340 | 408,340 | 15,000 |
| Current Revenues | | | | | |
| Licenses & Permits | 29,531 | 33,508 | 38,000 | 38,000 | 39,000 |
| Fees & Fines | 1,821,396 | 1,339,917 | 2,331,000 | 1,808,000 | 2,100,000 |
| Other Revenue | 2,255 | 6,963 | 200 | 200 | 200 |
| Subtotal Current Revenues | 1,853,182 | 1,380,388 | 2,369,200 | 1,846,200 | 2,139,200 |
| Total Resources | 2,124,047 | 1,693,978 | 2,777,540 | 2,254,540 | 2,154,200 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 330,125 | 353,302 | 375,209 | 422,085 | 389,669 |
| Materials & Services | 289,353 | 268,746 | 477,105 | 449,229 | 474,709 |
| Allocated Cost | 79,477 | 91,873 | 122,166 | 122,166 | 122,720 |
| Capital Outlay | 1,088,421 | 527,136 | 1,615,060 | 1,208,060 | 1,028,102 |
| Subtotal Current Expenditures | 1,787,376 | 1,241,057 | 2,589,540 | 2,201,540 | 2,015,200 |
| Special Payments | 23,082 | 44,581 | 38,000 | 38,000 | 39,000 |
| Contingency | - | - | 150,000 | - | 100,000 |
| Ending Fund Balance | 313,590 | 408,340 | | 15,000 | |
| Total Requirements | 2,124,047 | 1,693,978 | 2,777,540 | 2,254,540 | 2,154,200 |
| Budgeted Full-Time Equivalent | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |



Current Operating Revenues vs. Expenditures



Description of Fund

The Clackamas Broadband eXchange (CBX) Fund was originally a capital fund managed by the Technology Services Department in coordination with the Finance Department. This project was initially funded from federal and matching funds for the American Recovery and Reinvestment Act (ARRA) grant under the Broadband Technology Opportunities Program (BTOP) grant project. With the completion of the grant in September 2013, the project has now moved into a self-support model much like a utility business. Primary activities include

- Management of the Clackamas Broadband eXchange capital, engineering, and construction funds, projects, and personnel for continued expansion of dark fiber infrastructure.
- Coordination of all project contractors including engineering, design, environmental, and construction.
- Coordination with all required agencies, partners, companies, and clients.
- Development and coordination of policies, procedures, outreach, and required documentation related to the management, construction, and operation of the CBX Project.
- Maintenance, repair, and monitoring (24*7*365) of services to maintain the fiber plant.
- Continued marketing and partnering with local agencies, telecom providers, and businesses to provide both sales opportunities for CBX and economic growth opportunities for the County.
- Coordination with County departments such as Business & Economic Development to leverage CBX to assist in the marketing of the County to prospective businesses.
- Continued Coordination with County Administration and ISPs on options to utilize CBX to expand various services throughout the County and progress on the Board of County Commissioners' goal of Access for All

Revenue Summary

Ongoing funding is from fees assessed to connected sites and telecom/cable service providers utilizing the fiber. This revenue is expected to grow as additional connections are made and the fiber plant is expanded. While not revenue, CBX also receives additional capital in the form of additional fiber construction paid for by our customers and ownership transferred to CBX.

Expenditure Summary

For FY20-21 the total initial CBX budget is \$2,154,200 (continued growth is expected as new reimbursed construction projects are added) with expenditures planned for the fiscal year including staffing for the project manager and network engineer (\$389,669 / 18.09%) and fiber plant maintenance / repairs / relocations (\$332,000 / 15.41%). Initial estimated construction (\$1,028,000 / 47.72%). Any additional net revenue will be utilized in the construction of expanded fiber opportunities as funding permits or partnerships with other agencies and businesses.

Significant Issues & Changes

- Continued planning/construction for the expansion of the fiber plant as funding allows providing new business, service, and economic opportunities for agencies, businesses, and the public while remaining fully self-sufficient.
- Designed and implemented a 10GB fiber link between Clackamas County 911 and Washington County 911 for the Regional E-911 Consortium "MAJCS".
- Continued to develop partnerships with several local Telecommunication Companies.
- Enhanced public and business outreach including project web site in coordination with Public and Government Affairs
- Evaluation of additional potential service opportunities utilizing the fiber by both CBX and other County agencies.
- Development of Operations Business Plan to include proposed proof of concepts for business partnerships and CBX as an ISP for service delivery.
- Started Kiwanis Proof of Concept project for ISP partnership with Sandy Net.
- Expanded fiber plant to agencies in adjacent Counties (Washington and Multnomah).

Goals for Next Fiscal Year

- Continue Marketing Program utilizing services of PGA and other sources to expand outreach.
- Under direction from County Administration and Board of Commissioners, further, develop a comprehensive CBX Business Plan / Feasibility Study to determine options for the future of CBX.
- Develop and implement the initial phases of new services and revenue models based on the Business Plan.
- Maintain positive revenue growth to increase maintenance coverage and capital construction budgets.
- Complete a 3rd route to an Internet Point-of-Presence (such as Denver) for COOP redundancy
- Continued coordination with the Department of Business and Economic Development into potential partnerships with local businesses. Research potential incentive programs to promote the development of knowledge-based businesses.
- Develop a program for partnership with local public entities to expand the fiber plant into the greater Portland area and other counties as possible.
- Develop, evaluate, and implement potential options for the CBX portfolio to include new network/security support services for customers on CBX as identified in the CBX Business Plan.
- Connect additional school districts, businesses, local telecoms, and agencies to the CBX network.
- Coordinate with broadband transport vendors to provide additional services.
- Expand the use of DWDM equipment to maximize the utilization of the fiber optic plant.
- Implement Hot-Spots program to install and support multiple hot-spot locations throughout County in partnership with various agencies and businesses to provide free WiFi to the public.
- As budget allows, increase CBX staffing to include in-house construction team to reduce contracting costs.



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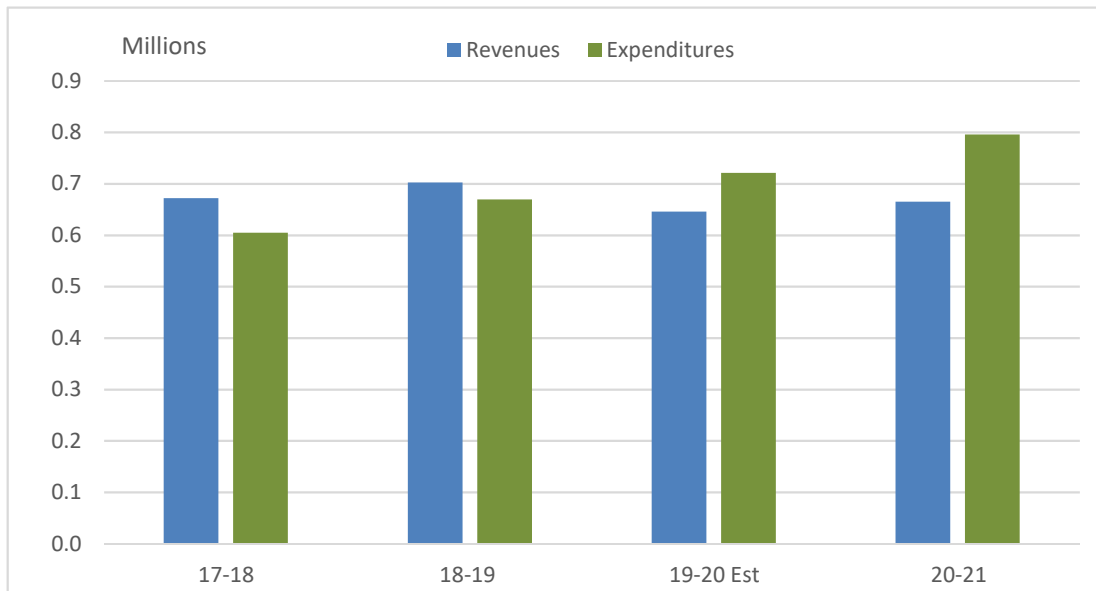
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General Government

Records Management Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 105,746 | 173,401 | 157,935 | 206,602 | 130,664 |
| Current Revenues | | | | | |
| Charges for Services | 672,180 | 702,819 | 640,177 | 645,603 | 665,177 |
| Subtotal Current Revenues | 672,180 | 702,819 | 640,177 | 645,603 | 665,177 |
| Total Resources | 777,926 | 876,220 | 798,112 | 852,205 | 795,841 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 371,575 | 426,960 | 472,091 | 445,699 | 515,633 |
| Materials & Services | 91,250 | 105,732 | 111,998 | 98,489 | 97,395 |
| Allocated Costs | 141,699 | 136,926 | 177,353 | 177,353 | 182,813 |
| Capital Outlay | - | - | - | - | - |
| Subtotal Current Expenditures | 604,524 | 669,618 | 761,442 | 721,541 | 795,841 |
| Contingency | - | - | 36,670 | - | - |
| Ending Fund Balance | 173,402 | 206,602 | - | 130,664 | |
| Total Requirements | 777,926 | 876,220 | 798,112 | 852,205 | 795,841 |
| Budgeted Full-Time Equivalents | 4.00 | 5.00 | 5.00 | 5.00 | 5.00 |



Current Operating Revenues vs. Expenditures



Description of Fund

Records Management provides records and information management services to the County and is organized in the program areas of document conversion, records storage, records maintenance, records destruction, records and information management, and passport services.

Document Conversion services include scanning documents and microfilm to digital, and processing digital documents to the County's electronic document management system and/or to microfilm. County historic and permanent records are microfilmed in compliance with all applicable laws and rules.

Records Storage services supports and maintains the County Records Center where over 22,000 cubic feet of records are safely and efficiently stored. Departments can request on-line same-day records courier pickup and/or delivery services. Bar code technology is used for efficient tracking of records.

Records Destruction services are performed in compliance with all applicable laws and rules. On-site, confidential document shredding services are available. To date Records Management has destroyed 452 boxes authorized by County departments. This is equal to 542.4 cubic feet which weighed 13,560 lbs. Environmental savings equal to: 102 trees, 2280 gallons of oil, 42000 gallons of water, and 24,000 kilowatts of energy. Securely shredded documents are pulped and turned in paper towels and bathroom tissue.

Records and Information Management provides support in the areas of records retention scheduling services, records management training and guidance, and supports the development and adoption of countywide information policies and procedures. Records Management represents the County in records management concerns and is the liaison between and County and Oregon State Archives.

Passport Services provides passport application acceptance and passport photo services to the public. Records Management Staff is recertified annually by the US Department of State. This insures all passports processed in compliance with rules and laws set in place by the US Department of State. To date Records Management has processed 2980 passports in current FY 2019-20.

Space is provided for County Court Records in the Silver Oaks Building located at 1810 Red Soils Ct. A portion of the warehouse is provided for storage of courthouse records, resulting in daily retrieval and deposit of court records by state employees.

Revenue Summary

Records Management is funded through the cost allocation system which generates annual charges to departments. Passport revenue that accounts for approximately 25.13% of total resources budgeted in FY 2020-21. Records Management is exploring partnerships with local Municipalities through Intergovernmental Agreements to assist with their document conversion needs. In doing so this revenue will in turn help alleviate allocated costs to County departments.

Expenditure Summary

Personnel services comprise 64.69% of the budget and support 5 full-time equivalent positions. Cost Allocation Charges from other County Departments account for 22.97% of the budget. Materials and services and allocated cost account for 12.34% of the budget. The larger items in this category include mailroom postage, telephone charges and the cost to shred confidential records.

Significant Issues & Changes

Records Management is continuing their efforts to insure that all County records are stored, maintained, and preserved in compliance with the Rules and Laws of the Oregon State Archives. Records Management is dedicated to informing Departments of the importance of using Records Management for their Document Management needs.

County Departments Scanning Permanent Records: Records Management is continuing its efforts to convey the importance of County Departments converting permanent records to security rolls of film. Further efforts are being made to inform and assist County Departments with their permanent electronic records.

Public Records Requests: In order to assure that Clackamas County is in compliance with Oregon Public Records Laws, Records Management is researching Software programs that process Public Records requests that come to the County. These programs enable customers to login to request records from County Departments. These requests are tracked from when the request is made to the delivery of the request. This tracking will ensure that County is in compliance with Oregon Public Records Laws.

Departments electing not to Use Records Management Services: Some County Departments continuing not to use services provided by Records Management resulting in higher allocated costs for the other departments, and reduced efficiencies and quality controls.

Records Management has completed construction of a new film processing room. This will enable Records Management to create archival film in house. This will help reduce the cost of document conversion by not sending digital images to outside vendors for processing.



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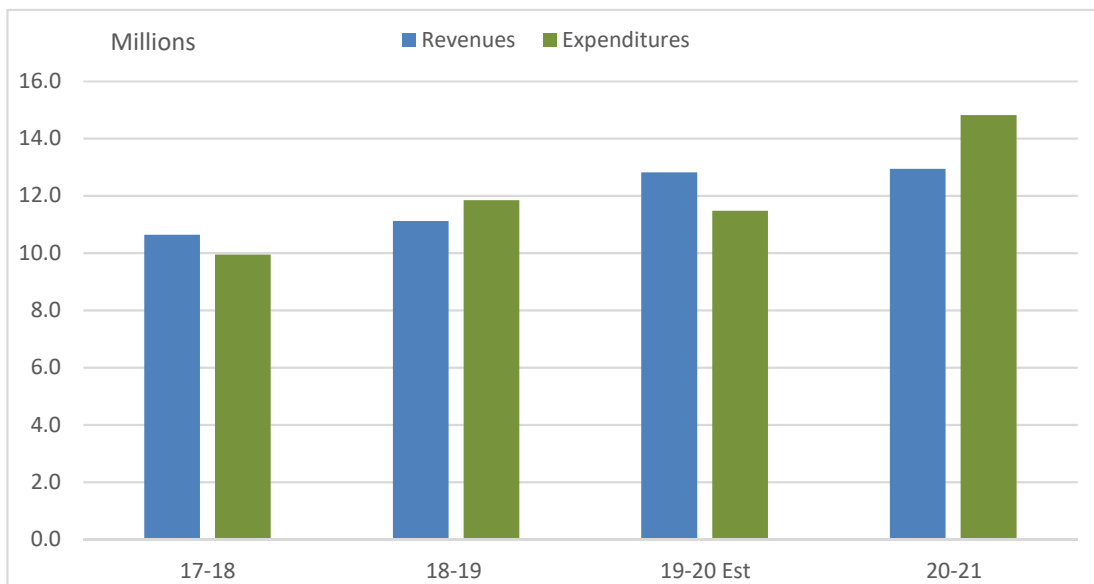
General Government

Facilities Management Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 1,573,715 | 2,266,901 | 597,860 | 1,534,367 | 2,873,857 |
| Current Revenues | | | | | |
| Charges for Services | 8,529,113 | 8,832,995 | 10,478,599 | 10,436,849 | 10,520,747 |
| Other Revenue | 19,552 | 4,934 | - | - | 4,542 |
| Utility Reimbursement | 2,088,299 | 2,282,166 | 2,381,858 | 2,381,858 | 2,418,741 |
| Subtotal Current Revenues | 10,636,964 | 11,120,095 | 12,860,457 | 12,818,707 | 12,944,030 |
| Total Resources | 12,210,679 | 13,386,996 | 13,458,317 | 14,353,074 | 15,817,887 |

| | | | | | |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 4,219,330 | 4,908,338 | 6,140,298 | 4,866,750 | 6,194,965 |
| Materials & Services | 5,354,313 | 5,982,059 | 6,099,343 | 6,036,343 | 6,254,135 |
| Allocated Costs | 356,736 | 372,776 | 472,676 | 428,937 | 467,345 |
| Capital Outlay | 13,400 | 589,457 | 566,000 | 147,187 | 1,901,442 |
| Subtotal Current Expenditures | 9,943,779 | 11,852,630 | 13,278,317 | 11,479,217 | 14,817,887 |
| Interfund Transfer | - | - | - | - | 1,000,000 |
| Contingency | - | - | 180,000 | - | - |
| Ending Fund Balance | 2,266,901 | 1,534,367 | | 2,873,857 | |
| Total Requirements | 12,210,679 | 13,386,996 | 13,458,317 | 14,353,074 | 15,817,887 |

| | | | | | |
|---------------------------------------|-------|-------|-------|-------|-------|
| Budgeted Full-Time Equivalents | 40.00 | 43.00 | 51.00 | 51.00 | 51.00 |
|---------------------------------------|-------|-------|-------|-------|-------|



Current Operating Revenues vs. Expenditures

Description of Fund

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

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

- Contract management and negotiation for janitorial, alarm monitoring, grounds keeping, and other needed facilities services
- A complete range of facilities maintenance services including heating, ventilating and air conditioning, plumbing and electrical repairs, and various preventative maintenance programs
- Consulting, space planning and project management services on building retrofits, remodels and new construction
- Access control, alarm and security systems maintenance and annual testing and County-wide ID/access badging program
- Lease management for County-rented office and storage space
- Utilities services including electricity, natural gas, water, sewer, trash disposal, recycling collection and energy management
- Construction and remodel services to County facilities and departments
- Emergency after-hours response

Revenue Summary

Revenue for on-going operations and maintenance comes from charges to building occupant fees collected through the County's cost allocation system, which covers projected expenditures for the coming year. Special projects, remodels, and new construction are estimated and billed to departments as performed. Approximately 11% of revenue comes from sources outside the cost allocation system.

Expenditure Summary

Materials and services, which account for 40% of total expenditures, consist of maintenance services, supplies and regulatory agency fees. Of the Materials and services, 58% is to Contracted Services which includes contracted services like landscaping and janitorial. Personnel services account for 39% of this year's expenditures. Utilities costs are separated from other Facilities allocations. They have their own revenue and expense accounts for better tracking and transparency. Utility costs account for 17% of the Facilities' budget.

Significant Issues & Changes

Facilities Management has handled a number of major improvement projects this past year including:

- The replacement of roof at the Public Services Building, Bill Bowmen Building and Silver Oak Building.
- Complete build out of the auditorium space at the Brooks building to meet the Sheriff and County needs for a large meeting space in North County.
- Completion of the utilidor project that extended the hot and chilled water piping system along with TS conduits to the North end of the Red Soils Campus to support further build out of the master plan.
- Repair work on several parking lots throughout the county.
- Phase 3 of the Central Utility Plant Remodel, which included the infra-structure to also be used as the County Emergency Operations Center.
- Painting project to re-paint all PSB/DSB common areas throughout the buildings.

- Fire alarm system replacement and upgrades completed in the Stokes building.
- Facilities was heavily involved in the County's COVID-19 response.
 - Managed project to transition Disaster Management team from CCOM/911 Building to Central Utility Plant to set up Emergency Operations Center for COVID-19 pandemic operations.
 - Set up warehouse and provided ongoing support to EOC logistics to inventory, receive and distribute COVID-19 supplies.
 - Significantly increased regular and emergency on-call services to support additional cleaning requests
 - Created signage to support social distancing throughout the county.
 - Installed barriers and plexiglas sneeze guards to mitigate risk of transmission in high traffic areas.

Facilities Management work in the new fiscal year include:

- Remodel of the 2nd floor of the Central Utility Plant to incorporate Disaster Management and further expand Emergency Operation Center support areas.
- Exterior clean and seal of several masonry buildings through the county.
- Hazardous material building surveys's of most county buildings.
- Making Americans with Disability Act improvements to the Jail and Juvenile Services Building.
- Reconfiguration of the Assessment and Taxation Lobby area.
- Reconfiguration of the Community Corrections Lobby area.
- Increase the holding capacity of the Silver Oak Warehouse to better support emergency operations and more effectively manage the receipt and distribution of Personal Protective Equipment.
- Continue to support design and preparation of the new Courthouse and Oregon State University Extension Building.
- Implementation of the new zLink Asset Management Software Program for the Division.



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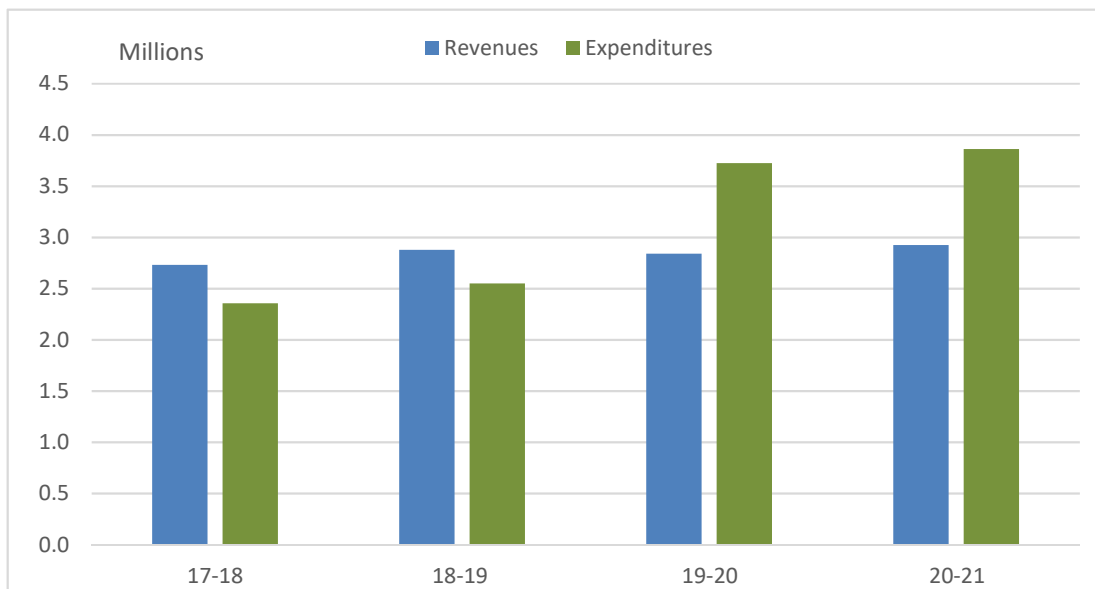
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General Government

Telecommunication Services Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 1,114,437 | 1,492,099 | 1,820,789 | 1,820,789 | 936,358 |
| Current Revenues | | | | | |
| Charges for Services | 2,718,417 | 2,852,283 | 2,781,247 | 2,830,581 | 2,924,110 |
| Other Revenue | 12,635 | 24,590 | - | 10,009 | - |
| Subtotal Current Revenues | 2,731,052 | 2,876,873 | 2,781,247 | 2,840,590 | 2,924,110 |
| Total Resources | 3,845,489 | 4,368,972 | 4,602,036 | 4,661,379 | 3,860,468 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 794,457 | 836,687 | 1,089,871 | 970,827 | 1,067,730 |
| Materials & Services | 1,318,859 | 1,439,763 | 1,928,196 | 1,990,177 | 1,772,746 |
| Allocated Costs | 186,656 | 215,845 | 259,017 | 259,017 | 259,992 |
| Capital Outlay | 53,418 | 55,888 | 1,324,952 | 505,000 | 760,000 |
| Subtotal Current Expenditures | 2,353,390 | 2,548,183 | 4,602,036 | 3,725,021 | 3,860,468 |
| Ending Fund Balance | 1,492,099 | 1,820,789 | - | 936,358 | - |
| Total Requirements | 3,845,489 | 4,368,972 | 4,602,036 | 4,661,379 | 3,860,468 |
| Budgeted Full-Time Equivalents | 5.00 | 5.00 | 6.00 | 6.00 | 6.00 |



Current Operating Revenues vs. Expenditures



Description of Fund

The Telecommunication Services Fund is an internal service fund within the Technology Services Department providing electronic, security, and telecommunications support to all county departments and some outside agencies, including fire/police departments, city public works departments, and school districts. Primary responsibilities include:

- Design, installation, maintenance and management of the enterprise telecommunications network, voice servers, voicemail, long-distance, call centers, unified communications, Voice over IP, WiFi, session border controllers, business services and Private Network E911
- Security systems such as access controls, fire and intrusion alarms, mass notification systems and intercoms
- Smart mobile devices, pagers, and other integrated portable devices and applications
- Installation, maintenance, and management of VHF / UHF radio communication systems, antennas, and FCC licensing requirements.
- Video Arraignment, Video Conferencing, Video and Audio solutions and equipment, paging systems
- Closed-circuit video security including cameras, video storage, discovery and management (over 1000 cameras)
- Low-voltage wiring for data / telephone / security / cable TV / door access controls / fire & intrusion alarm and campus fiber optics for County facilities
- Coordination with Facilities, vendors, utilities, and other key partners on projects such as relocations, remodels new facilities, building upgrades, etc. Maintain, document, and enforce the Technology Services standards for buildings and County supported facilities.

Revenue Summary

Telecommunication Services receives a majority of its revenue from charges to County departments and outside agencies for services rendered. Operating much like a business, we recover expenditures for local telephone, long-distance, cellular, and paging services by billing each department for their usage. We also charge for projects such as adding and moving telephone and data cabling, installation of security systems, and AV solutions. Rates are maintaining at costs with the average labor rate of \$60 /hour, based on the cost of providing those services and compares with industry rates of \$125 /hour. Some revenue is also from allocation to departments based on the use of CCTV cameras for the support and maintenance of the County CCTV systems.

Expenditure Summary

For FY 2020-21 the total Telecommunication Services Budget is \$3,860,468. Telephone, cellular phone, and pager expenses amount to \$952,000 or about 24.66% of total expenditures and are found in the materials and services category. Electrical supplies and equipment repairs and maintenance amount to \$618,000 or 16.00% of total costs. Personnel services account for about 27.66% and are budgeted at \$1,067,730. Electronic Services also maintains an Operating Reserve utilized to fund the replacement of the several large voice servers, voicemail server, Call Center servers, Unified Communication servers, and security video storage arrays – this fund varies from < \$200,000 to > \$1,000,000 depending on when the equipment is replaced or upgraded. For FY 2020-21 this reserve is estimated at \$760,000 or 19.69%. There are several large capital replacement/upgrade projects planned for FY 2020-21.

Significant Issues & Changes

- Continue to enhance telephony and mobile services to provide additional capabilities and services.
- Continuous evaluation of new services to save taxpayer dollars and determine the technical and business feasibility for County utilization.
- Completed upgrade to Brooks Building voice server and peripherals; Completed equipment upgrades to Video Arraignment at the Sheriff's Office Jail.
- Completed upgrade to Private Network E911 server for enhanced capabilities.

- Maintained and expanded VHS Radio Services.
- Completed Alertus Notification System install for Sheriff Community Corrections in Oregon City.
- Continue to install A/V solutions (video conferencing, TV Displays, etc.) in departmental conference rooms
- Continued coordination with Telecomm vendors to reduce costs, negotiate service packages, etc.
- Continued addition of new CCTV video surveillance around the County including expanded use of high definition cameras and recording.
- Continued to provide Underground Utility Locates as an added service to County departments
- Continued technical coordination with Facilities on multiple services and building projects. Includes numerous departmental moves and re-locate of services.

Goals for Next Fiscal Year

- Alertus Notification System installs for the DSB & PSB Buildings.
- Assist in the design and deployment of new County Telecommuting solutions
- Upgrade operating systems in DSB, Red Soils (CCOM), Holman, and Brooks voice servers.
- Complete addition of geographically separate SIP Voice controller and Session Border controller.
- Upgrade Call Center servers.
- Ramp up the rollout of Unified Communication Services and SIP phones. Implement Voice Mail Unified messaging integration with Exchange.
- Expand the marketing and deployment of Unified Messaging Services as part of a new suite of Enterprise services
- Expand CCTV services including additional cameras, high definition options, replacement of older analog devices and upgrade of CCTV video storage
- Continue to coordinate with telecom vendors to reduce costs, enhance and expand services to the County
- Develop mobile device tracking system that allows County to enhance the safety of mobile staff while protecting privacy
- Continue to coordinate with County Departments on the efficient utilization of Communication Services, expansion of service options & capabilities, and reduction in costs when possible
- Assist in the technology design/standards of the new Red Soils buildings (Courthouse, Utilidor, OSU Extension, etc.) and relocated facilities (H3S, TS, etc.) as required in the planning of the Red Soils Campus.



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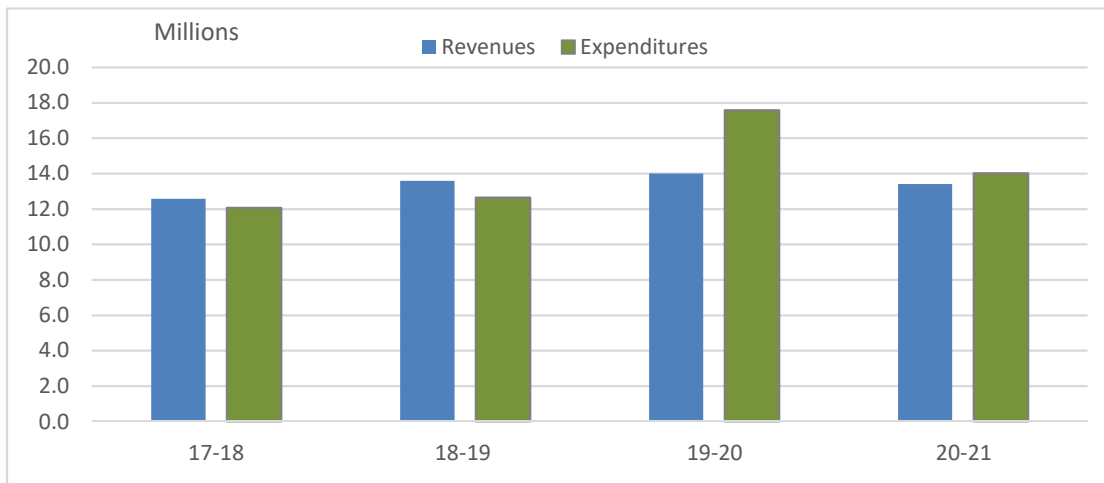
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General Government

Technology Services

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 3,343,373 | 3,847,012 | 4,793,769 | 4,793,769 | 1,220,874 |
| Current Revenues | | | | | |
| State Revenue | 84,000 | 89,000 | 35,000 | 42,000 | 35,000 |
| Charges for Services | 12,205,256 | 13,220,013 | 13,799,696 | 13,857,907 | 13,290,854 |
| Other Revenue | 252,847 | 244,435 | 83,000 | 106,630 | 83,000 |
| Interfund Transfers | 35,000 | 35,000 | - | - | - |
| Subtotal Current Revenues | 12,577,103 | 13,588,448 | 13,917,696 | 14,006,537 | 13,408,854 |
| Total Resources | 15,920,476 | 17,435,460 | 18,711,465 | 18,800,306 | 14,629,728 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 7,576,844 | 7,882,840 | 8,501,992 | 8,806,848 | 8,005,037 |
| Materials & Services | 2,370,688 | 2,879,000 | 4,443,674 | 3,897,743 | 3,329,879 |
| Interfund Transfers | | | | | 372,800 |
| Allocated Costs | 1,466,407 | 1,451,859 | 1,735,944 | 1,735,944 | 1,745,054 |
| Capital Outlay | 659,526 | 427,991 | 3,192,897 | 3,138,897 | 570,000 |
| Subtotal Current Expenditures | 12,073,465 | 12,641,690 | 17,874,507 | 17,579,432 | 14,022,770 |
| Reserves | - | - | 306,958 | - | 306,958 |
| Contingency | - | - | 530,000 | - | 300,000 |
| Ending Fund Balance | 3,847,012 | 4,793,769 | | 1,220,874 | |
| Total Requirements | 15,920,476 | 17,435,460 | 18,711,465 | 18,800,306 | 14,629,728 |
| Budgeted Full-Time Equivalents | 45.50 | 45.00 | 48.00 | 48.00 | 45.00 |





Description of Fund

The Technology Services Fund is an internal service fund providing technology direction, support, and services for County departments, some outside agencies, and many services to the public. Primary responsibilities include:

- Overall development, management, and direction of technology, standards, policies, and services for the County
- Infrastructure services such as storage, backups, user management, monitoring, operations, email, server support, virtualization, networking, security, mobility, databases, and other critical systems
- Applications support and development, desktop and web-based development, business analysis, vendor management, data integration, application hosting, database design, and maintenance, etc.
- Web development and support including Internet / Intranet / Mobile support of security and applications, workflow solutions, applications integration, and Drupal content management in support of PGA content management.
- Security including anti-virus, anti-malware, firewalls, alerts, user permissions, intrusion detection, SPAM, mobile security, multi-factor, encryption, certification management, audit and compliance management, etc.
- Network including all WAN, LANs, data communications, wireless, security, and Internet access/monitoring
- Server management including virtual server farms, web servers, database servers, application hosting (SaaS)
- Storage solutions including multi-tier storage, backups, recovery, performance monitoring, disaster recovery
- Account management including Active Directory, permissions, security, licensing, allocation, forecasting, etc.
- License and Vendor management such as Microsoft Office Suite, Operating Systems, Databases, Vendor Systems, O365, maintenance and support contracts, license audits, etc.
- PeopleSoft Enterprise Management System including Finance, Human Resources, Budgeting, Performance Clackamas Metrics, Workforce Timekeeping, and related business systems.
- Geographic Information Systems including all data layers, mapping, aerial photography, applications, and lidar
- Technical procurement & support for PCs, laptops, pads, printers, scanners, and peripherals including full call center, technician support, technical bench, and parts inventory. After hour emergency support 365*24*7
- Disaster Avoidance / Assessment & Recovery (COOP) design, development & coordination related to technical support & services. Includes staffed 24*7*365 monitoring and after-hour services.
- Document management including applications and overall document retention
- Technology consulting, project management, planning, business analysis & design, budgeting and design
- Mobile Technology including Mobile devices, remote access, device certification, and secure application delivery
- Support of the Technology Learning Center (TLC). Includes classes / CBT on utilization of technology
- Support of much of the County Audio Visual (A/V) equipment and specialized A/V Conference Rooms

- Business systems integration & analysis in the efficient utilization of technology to support County operations
- Data analytics, warehousing, integration, mapping, security, and data governance support.
- Secure hybrid integration with on-premise services and vendor-hosted (SaaS) cloud-based solutions
- Database Administration design, management, analytics, integration, governance, MFR, and consulting

Revenue Summary

To support three data centers, 2,800+ computing devices, 500+ network devices, 850+ peripherals, 1100+ mobile devices, over 250 servers (including virtual) and hundreds of applications throughout the County, Technology Services (TS) receives a majority of its revenue from charges to County departments and outside agencies via a utilization allocation system and direct billings. It also receives General Fund support for some enterprise-wide operations. Some costs are also recovered for providing application/web support and development, internet access, e-mail administration, and software licensing / maintenance as well as the sale of Geographic Information System (GIS) products and services. The GIS Technology Fee also provides funding from land-use document recordings.

Expenditure Summary

For FY 2020-21 the total Technology Services (Fund 747) Budget is \$14,629,728. Maintenance, support and communication contracts including licensing for hardware and software products account for approximately 17.14% (\$2,535,777) of our budget while staffing requirements account for 54.72% (\$8,005,037), hardware / software purchases 6.10% (\$893,833) and capital replacement reserve / contingency is 5.66% (\$836,958). FY19-20 completed a multi-year infrastructure upgrade which accounts for FY20-21 decrease in H/S spending.

Significant Issues & Changes

- Continued to design and implement technology enhancements and support (including network, wireless, video security, audiovisual, wiring and other required services) for any new / remodeled/relocated County facilities.
- Continue to design and implement resilient systems (utilizing many services such as redundancy, load balancing, virtualization) to enhance the performance and availability of key services, especially in emergencies.
- Updated County technology disaster recovery plan in concert with Emergency Operations Center departments. Most of the County staff to telecommuting options during the COVID-19 Crisis included ZOOM Video conferencing.
- Enhanced Technology Services catalog, continuing to align services with new Performance Clackamas structure.
- Updates to TS Allocation System to be more accurate and flexible and help departments to contain costs
- Upgrades to several key County applications such as Acella, Ascend, PlanMap, WESWorks, WebEOC, Helion etc. Complete implementation of new systems such as Justice Court (Tyler), Contracts (Cobblestone), etc.
- Continued expansion of capabilities and availability of online GIS applications including online services to other local agencies. Addition of several key GIS data layers in support of County operations such as WES, DTD, and EOC etc.
- Continued further development/upgrades to web applications, assist PGA in upgrade of Intranet to Drupal.
- Continue development of security and policies for increasing threats; Phishing, Malware protection, network firewalls, Spam & web filters, certificates, encryption etc. Implemented security training system (KnowBe4) to train County staff.
- Continued review of technology utilization and strategic planning to ensure alignment with County business requirements, Hired new business analyst position to assist in project management and alignment of services.

- Upgrades to PeopleSoft, Workforce and other key business systems. Coordination with HR & FIN on next steps in enhancing the capability and utilization of the business systems including new Chart of Accounts and potential ERP.
- Final design of new network architecture, begin an upgrade of County network starting with the core system.
- Migration of County desktops to Office 2016. Begin planning for upgrade to Office 365 and hybrid services.
- Updated TS MFR Plan, support of Performance Clackamas / MFR process. New metrics and move to ClearPoint.
- Initial migration of the regional 911 (MAJCS) centers Computer Aided Dispatch (CAD) system & technical support.
- Upgraded storage & backup systems to utilize high-performance solid-state storage and network connectivity.
- Expanded SEG (Software Evaluation Group) process to review and assist in all software requests
- Progress on a TS 3 year Strategic Plan covering the basic direction and initiatives of the department.
- Research into moving to hybrid Cloud / Premise architecture for both applications (SaaS) and services (PaaS).
- Implemented new applications such as KnowBe4, PowerDMS Policy System, OpenGov Budget System etc
- Installed Alertus system at McBrod Community Corrections. Design install for DSB & PSB.

Goals for Next Fiscal Year

- Continue to develop & implement efficient, business-driven / reliable technology direction and utilization for the County, departments, agencies, citizens and businesses. Explore new innovative ways to utilize technology & funds.
- Continue to design & implement technology enhancements (network, wireless, video security, audio visual, wiring & other required services) for County facilities as required. Assist in technology design as required.
- Expand mobile and remote access capability/security/services to enhance application & mobile support.
- Expand the role of CISO to implement Audit standards, new Security policies & training, enhance data governance.
- Develop policy and deploy Office 365 / Microsoft Azure / Sharepoint to provide additional mobile / remote functionality.
- Implement phase 1 of the Enterprise Network Redesign to include new core routers, operation centers, encryption and security enhancements to meet CJIS requirements. Order equipment for Phase 2 to complete edge services.
- Continue to enhance security as required including encryption, enhanced multi-factor authentication and certificates.
- Continue to expand development services to include more desktop capability (such as .NET and SharePoint).
- Complete Technology Services Policy Manual with updated policies and procedures.
- Begin the Data Analyst Team to expand data services, reporting, design, security, integration and utilities.
- Continue to develop COOP coverage, redundant services and development of initial TS Business Continuation Plan.
- Expand business analysis opportunities to enhance TS services and support for departmental requirements.
- Expand utilization and support of Drupal to enhance the County Internet & Intranet sites and services.
- Implement Manager Self Service Portal for web-based access to enhanced paperless services & workflows.
- Enhance the Call Center for faster service response, more training, and active monitoring and E-Procurement options.
- Assist in the implementation of new systems as required (EDox for Permits, Kiosk Management System, next phase of Accela, Plan Map, Pictometry, Helion based records portal, etc.)

- Continue to upgrade of Virtual Server Farms to utilize new VM-Sphere capabilities and reliability.
- Upgrade of County Voice Servers for new functionality and services.
- Implement new Document Management services to include Sharepoint, E-signatures and cloud storage options.
- Expand hybrid cloud services where appropriate. Includes SaaS, Office 365, storage etc to augment on-premise.
- Design and install Alertus system into DSB & PSB, plan for continued install into other County facilities.
- Assist in the technical design of the new Red Soils Master Plan to include the new Courthouse, TS & H3S moves.
- Complete Technology Services 3 year Strategic Plan, integrate with Departments' Technology plans.
- Complete CBX business plan and implement 1st set of Wifi hotspots, complete Kiwanis Proof of Concept, Denver COOP internet connection, any approved ISP Proof of Concept project and continued dark fiber expansion.
- As required, design and implement new telecommuting options and resources for County.



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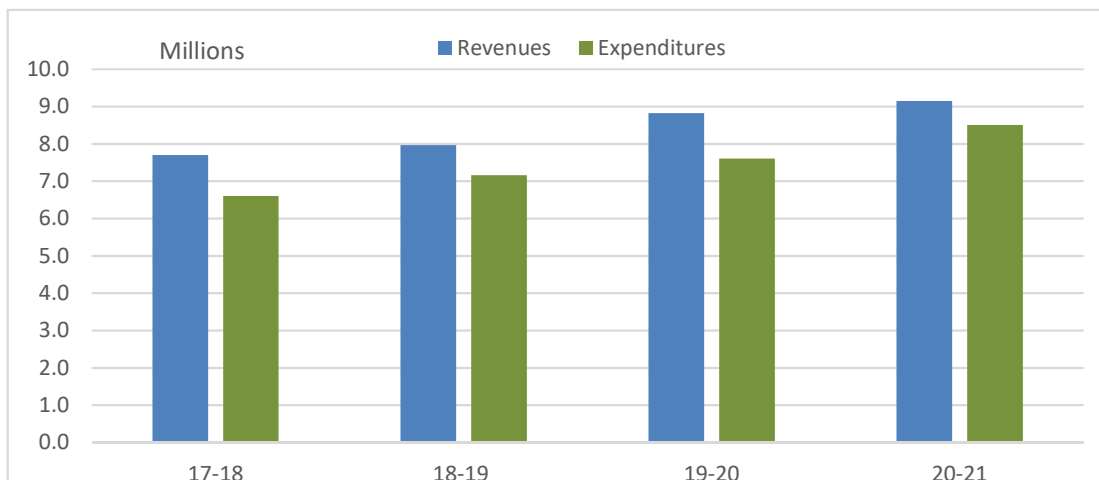
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Public Protection

Central Dispatch Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 1,606,458 | 1,620,732 | 1,737,546 | 1,737,546 | 2,050,388 |
| Current Revenues | | | | | |
| Federal Revenue | 530,913 | 469,087 | 550,000 | 550,000 | 600,000 |
| State Revenue | 1,686,116 | 1,744,872 | 1,711,360 | 1,707,950 | 1,990,600 |
| Local Revenue | 19,897 | 20,912 | 134,910 | 134,912 | 134,912 |
| Charges for Services | 5,435,286 | 5,688,689 | 6,395,970 | 6,404,660 | 6,395,002 |
| Other Revenue | 28,392 | 41,444 | 24,702 | 24,700 | 24,764 |
| Interfund Transfers | - | - | - | - | - |
| Subtotal Current Revenues | 7,700,604 | 7,965,004 | 8,816,942 | 8,822,222 | 9,145,278 |
| Total Resources | 9,307,062 | 9,585,736 | 10,554,488 | 10,559,768 | 11,195,666 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 5,889,352 | 6,465,439 | 8,102,500 | 6,566,247 | 7,587,212 |
| Materials & Services | 356,412 | 322,938 | 588,223 | 587,371 | 437,681 |
| Allocated Costs | 332,997 | 362,409 | 430,599 | 434,004 | 455,407 |
| Capital Outlay | 19,417 | 5,689 | 177,000 | 20,000 | 20,000 |
| Subtotal Current Expenditures | 6,598,178 | 7,156,475 | 9,298,322 | 7,607,622 | 8,500,300 |
| Special Payments | 1,088,152 | 691,716 | 901,758 | 901,758 | 1,071,122 |
| Reserves | - | - | 119,000 | - | 1,388,836 |
| Contingency | - | - | 235,408 | - | 235,408 |
| Ending Fund Balance | 1,620,732 | 1,737,545 | - | 2,050,388 | - |
| Total Requirements | 9,307,062 | 9,585,736 | 10,554,488 | 10,559,768 | 11,195,666 |
| Budgeted Full-Time Equivalents | 37.00 | 45.00 | 53.75 | 53.75 | 53.75 |



Current Operating Revenues vs. Expenditures



Description of Fund

The Central Dispatch Fund accounts for the operation of the Emergency Communications Department (C-COM). C-COM is self-supporting and is not dependent upon the County General Fund. Six law enforcement agencies and nine fire districts/departments contract with C-COM for dispatching services.

Revenue Summary

The major source of funding for the Department is from fire and law enforcement member agency dispatch fees accounting for 55% of revenue. The State 9-1-1 fund provides 18% of revenue. The remaining revenue is comprised of a contract with the U.S. Forest Service and dispatching fees paid by numerous Clackamas County entities to include: Community Corrections, Code Enforcement, District Attorney's Office, Dog Services, Medical Examiner, Juvenile Department, and Weigh Master. In addition, audio reproduction fees and interest income are included as minor sources of revenue.

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

No funds are requested for the FY 2020-21 fiscal year from the County General Fund.

Expenditure Summary

Personnel Services account for 67% of total expenditures and support 53.75 FTE including dispatch, technical, training, and administrative support personnel.

Materials and Services account for 13% of expenditures and Cost Allocation for County services is 4%.

Because of the high cost of technology in 9-1-1 centers, C-COM aims to plan towards significant capital replacement every 5-10 years. Currently, it appears that C-COM has a \$2M fund balance, but it is important to understand that \$1.6M of these funds are placed into our "reserve for future expenditures" line shortly after the budget is approved so that these funds can be drawn on in future years to support planned Computer-Aided Dispatch upgrades and replacements. This accounts for 15% of our budget, but will not be expended in the FY 2020-21 year.

C-COM's budget reflects \$600,000 from two UASI and CyberSecurity Grants. These funds are managed through C-COM and are a pass-through to regional partners for projects which provide benefit to all of the 9-1-1 centers inside the Portland UASI footprint.

Significant Issues & Changes

Because of the significant fund balance, it appears that the C-COM budget has increased through the County's process; however, it's important to understand that operating expenses have been decreased by 8%. This decision was made by the C-COM Member Board to hold user fees to a near 0% cost increase.

According to our Member Board FY 2020-21 presentation, the C-COM budget has increased 6.04% over the previous fiscal year request; however, the set aside of \$1.6M accounts for 15% of this budget. approved and adopted by the CCOM Member Board on March 20, 2019. Member fees increased an average of 8.95% across the Law & Fire agencies.

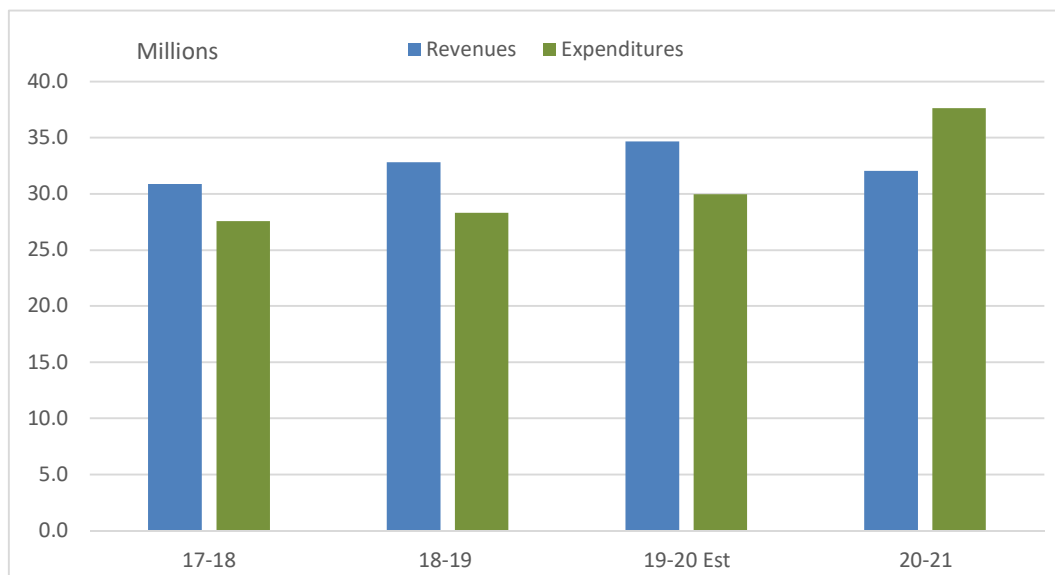
On-going department projects include training and development of a Quality Assurance program.



General Government

Self-Insurance Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 4,435,386 | 7,742,662 | 12,245,898 | 12,245,898 | 16,961,658 |
| Current Revenues | | | | | |
| Charges for Services | 2,119,702 | 3,498,358 | 3,341,545 | 3,846,673 | 1,807,789 |
| Other Revenue | | | | | |
| Insurance Premiums | 4,736,313 | 4,446,007 | 5,152,450 | 5,073,903 | 5,258,040 |
| Interest | 56,268 | 155,271 | 33,845 | 165,108 | 33,845 |
| Refunds & Reimbursements | 23,968,618 | 24,725,460 | 24,146,453 | 25,604,868 | 24,952,035 |
| Miscellaneous Revenue | 1,548 | 1,600 | 1,600 | 2,400 | 2,400 |
| Subtotal Current Revenues | 30,882,449 | 32,826,696 | 32,675,893 | 34,692,952 | 32,054,109 |
| Total Resources | 35,317,835 | 40,569,358 | 44,921,791 | 46,938,850 | 49,015,767 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 1,385,860 | 1,584,032 | 1,707,589 | 1,518,268 | 1,687,370 |
| Materials & Services | 26,070,040 | 26,640,858 | 32,716,306 | 28,329,296 | 35,822,378 |
| Allocated Costs | 119,272 | 98,570 | 129,628 | 129,628 | 136,892 |
| Subtotal Current Expenditures | 27,575,172 | 28,323,460 | 34,553,523 | 29,977,192 | 37,646,640 |
| Reserves | - | - | 2,434,552 | - | 2,434,552 |
| Contingency | - | - | 7,933,716 | - | 8,934,575 |
| Ending Fund Balance | 7,742,662 | 12,245,898 | | 16,961,658 | |
| Total Requirements | 35,317,835 | 40,569,358 | 44,921,791 | 46,938,850 | 49,015,767 |
| Budgeted Full-Time Equivalents | 9.64 | 10.25 | 11.25 | 11.25 | 11.25 |



Current Operating Revenues vs. Expenditures



Description of Fund

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

Revenue Summary

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

Expenditure Summary

Expenditures include medical, dental and disability claims, administrative costs, and professional and consulting services. Claims reserves are statutorily required, and would be expended to pay out claims if the relevant self-insured benefit is terminated. Claims margins will not be expended unless the relevant claims paid exceeds the revenue received.

Significant Issues & Changes

FY 2019-20 concluded collection of claims reserves, and starts FY 2020-21 with fully established reserves. Each plan's reserve requirement is updated annually based on claims experience.

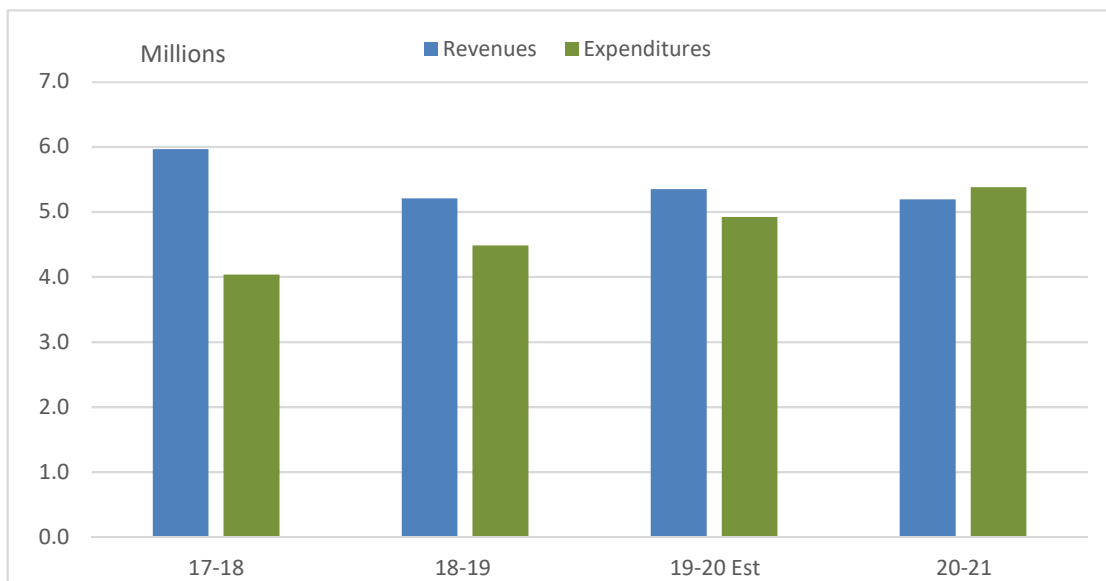
The FY 2020-21 Beginning Balance contains \$5,400,000 in claims margin for the medical, dental and disability plans. This allows the county to continue to pay claims in years where claims exceed premiums collected, while also maintaining an adequate operating contingency for the fund. For example, in FY 2015-16 we experienced high medical claims expenses, requiring approximately \$3,000,000 to be transferred from contingency, leaving only \$1,627,706 in that account to be carried forward for the next fiscal year's operations and claims margin.



General Government

Risk Management Claims Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 10,030,371 | 11,958,873 | 12,683,491 | 12,683,491 | 13,111,059 |
| Current Revenues | | | | | |
| Charges for Services | 5,706,537 | 4,863,700 | 5,165,000 | 5,165,000 | 5,020,696 |
| Other Revenue | 259,904 | 346,312 | 266,462 | 187,355 | 175,000 |
| Interfund Transfers | - | - | - | - | - |
| Subtotal Current Revenues | 5,966,441 | 5,210,012 | 5,431,462 | 5,352,355 | 5,195,696 |
| Total Resources | 15,996,812 | 17,168,885 | 18,114,953 | 18,035,846 | 18,306,755 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 1,068,443 | 957,189 | 1,398,937 | 1,273,508 | 1,449,212 |
| Materials & Services | 2,877,972 | 3,418,999 | 3,708,942 | 3,547,111 | 3,828,489 |
| Allocated Costs | 91,522 | 109,207 | 104,168 | 104,168 | 103,612 |
| Subtotal Current Expenditures | 4,037,937 | 4,485,395 | 5,212,047 | 4,924,787 | 5,381,313 |
| Interfund Transfer | | | | | 1,000,000 |
| Reserves | - | - | 3,446,102 | - | 3,121,306 |
| Contingency | - | - | 9,456,804 | - | 8,804,136 |
| Ending Fund Balance | 11,958,874 | 12,683,491 | | 13,111,059 | |
| Total Requirements | 15,996,812 | 17,168,885 | 18,114,953 | 18,035,846 | 18,306,755 |
| Budgeted Full-Time Equivalents | 8.16 | 8.75 | 8.75 | 8.75 | 8.75 |



Current Operating Revenues vs. Expenditures



Description of Fund

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

Revenue Summary

The Risk Management Claims Fund receives revenue from County department contributions through separate cost allocation systems for casualty/liability and workers' compensation. These systems allocate the cost of casualty/liability and workers' compensation claims to individual departments relative to each department's size, risk index and claims history. Other sources of fund revenue include interest income, department interfund reimbursement for unemployment costs, refunds from insurance policies, refunds from state programs, interfund reimbursements for insurance purchased for specific departments or programs, and third party recoveries.

Expenditure Summary

The fund is expended for all costs to run the Risk and Safety Division including claims payments on casualty/liability claims (i.e., internal/external legal services, bodily injury, property loss, etc.), workers' compensation claims (payment of time loss, temporary and permanent disability, medical treatment, legal services, etc.), insurance premiums, public official's/DEQ bonds, unemployment charges, State of Oregon workers' compensation premium assessments and administrative program costs and support services.

Significant Issues & Changes

Claims payments and program costs remained relatively steady throughout FY 2019-20. Based on the resolution and closure of liability claims in the preceding year, future liabilities were reduced on the liability side, which resulted in an actuarial reduction of the 75th percentile confidence level funding. As a result, the fund was able to rebate \$1,000,000 from its reserves back to the County's general fund for FY 2020-21.

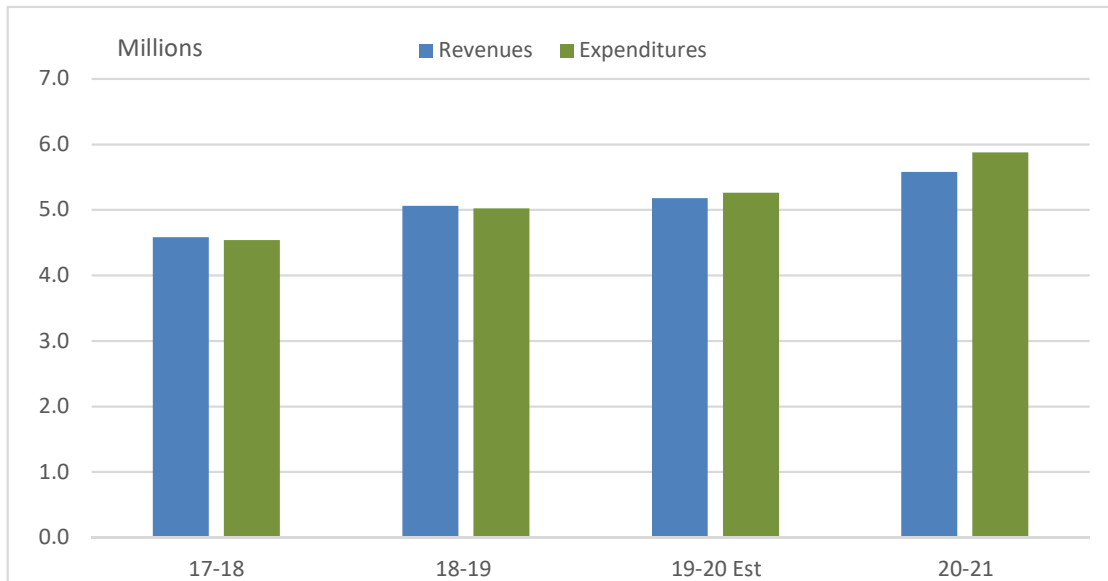
The Covid-19 pandemic has brought uncertainty to the world's risk and insurance markets, which will likely result in the total cost of risk increasing for Clackamas County in the years to come.



General Government

Fleet Services Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 400,280 | 444,015 | 482,362 | 482,362 | 399,102 |
| Current Revenues | | | | | |
| Charges for Services | 3,403,287 | 3,690,369 | 6,270,720 | 5,116,579 | 5,495,812 |
| Other Revenue | 104,805 | 39,788 | 50,000 | 61,700 | 80,700 |
| Interfund Transfers | 1,071,806 | 1,328,429 | - | - | - |
| Subtotal Current Revenues | 4,579,898 | 5,058,586 | 6,320,720 | 5,178,279 | 5,576,512 |
| Total Resources | 4,980,178 | 5,502,601 | 6,803,082 | 5,660,641 | 5,975,614 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Personnel Services | 1,055,280 | 905,721 | 2,788,288 | 2,286,771 | 2,532,571 |
| Materials & Services | 2,469,193 | 2,856,302 | 2,821,318 | 2,556,516 | 2,627,637 |
| Allocated Costs | 168,698 | 189,503 | 291,253 | 291,253 | 295,599 |
| Capital Outlay | 842,994 | 1,068,712 | 250,000 | 127,000 | 423,000 |
| Subtotal Current Expenditures | 4,536,165 | 5,020,238 | 6,150,859 | 5,261,540 | 5,878,807 |
| Contingency | - | - | 652,223 | - | 96,807 |
| Ending Fund Balance | 444,015 | 482,361 | - | 399,102 | - |
| Total Requirements | 4,980,178 | 5,502,601 | 6,803,082 | 5,660,641 | 5,975,614 |
| Budgeted Full-Time Equivalents | 11.00 | 10.00 | 24.00 | 24.00 | 22.00 |



Current Operating Revenues vs. Expenditures

Description of Fund

As of January 12, 2019, Fleet Services is a division of the Department of Transportation & Development. The Fleet Services Division maintains County owned motor vehicles, trailers, boats, and other miscellaneous rescue vehicles (i.e. wave runners, snowmobiles, etc.) for use by various County departments on either a rental basis or as a permanent assignment. The Sheriff's Department is the largest customer, with a variety of vehicles that require service.

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

- Vehicle replacement analysis
- Specification
- Procurement
- Licensing and titling including UC and fictitious registrations
- Vehicle maintenance and repair including warranty tracking and administration
- Vehicle recall administration (over 100 per year)
- DEQ inspections and reporting
- Disposal
- Track and report vehicle commuting valuation reporting for IRS reporting

Negotiate and maintain contracts for:

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

Work closely with the Sheriff's Office and Risk Management

- Provide detailed and specialized reports
- Vehicle Damage Estimates
- Receive, track and administer vehicle recalls (over 100 per year)

Revenue Summary

Operating revenue is generated through vehicle rental, maintenance, and fuel recovery. Since FY 2003-04, the fund has received significant additional revenue in the form of inter-fund transfers from the General Fund, Sheriff's Fund and the Public Safety Local Option Levy Fund for the purchase of new vehicles for the Sheriff's Department; however, beginning in FY 2019-20 the Sheriff will no longer perform an inter-fund transfer to Fleet for procuring and outfitting vehicles. These expenses will be reflected in the Sheriff's budget.

Expenditure Summary

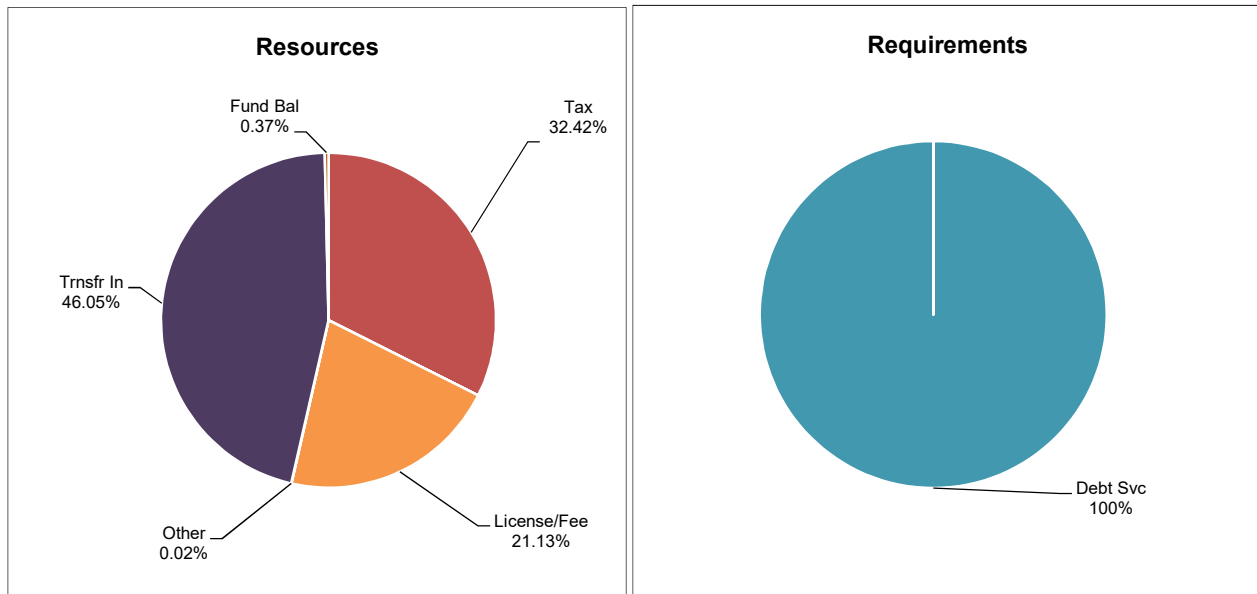
Personal services, materials, and services, and cost allocations are the largest expenses in this fund. The instability of fuel prices, motor pool usage rates, and the recent fluctuation in travel due to COVID-19 continue to create budgeting challenges.

Significant Issues & Changes

Beginning FY 2020-21 the Fleet Services Program will be merged back into two programs; Fleet Management and Vehicle & Equipment Maintenance & Repair.

We recently obtained an auction contract with an online vendor and will be able to dispose of vehicles more regularly and more efficiently.

Debt Service Funds



Debt Service funds account for the accumulation of resources and payment of general long-term debt principal and interest. Resources cannot be diverted or used for any other purpose.

Funds Included In This Section:

Department:

Clackamas County Debt Service Fund
General Obligation Bond Debt Service Fund

Miscellaneous and Pass Through
Miscellaneous and Pass Through



Not Allocated to Organizational Unit

Clackamas County Debt Service Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <u>Resources by Category</u> | | | | | |
| Beginning Fund Balance | 567,479 | 430,717 | 161,837 | 161,837 | - |
| Current Revenues | | | | | |
| Charges for Services | 3,039,607 | 3,124,057 | 3,205,919 | 3,205,919 | 3,295,203 |
| Miscellaneous Revenue | 67,252 | 27,100 | - | - | - |
| Refinancing Sources | 30,799,908 | - | - | - | - |
| Interfund Transfers | 6,867,619 | 5,286,264 | 5,339,305 | 5,339,305 | 7,181,332 |
| Subtotal Current Revenues | 40,774,386 | 8,437,421 | 8,545,224 | 8,545,224 | 10,476,535 |
| Total Resources | 41,341,865 | 8,868,138 | 8,707,061 | 8,707,061 | 10,476,535 |
| <u>Requirements by Category</u> | | | | | |
| Bond Services | 30,799,908 | - | - | - | - |
| Debt Principal | 7,060,000 | 5,710,000 | 5,960,000 | 5,960,000 | 6,990,000 |
| Debt Interest | 3,051,240 | 2,996,302 | 2,747,061 | 2,747,061 | 3,486,535 |
| Contingency | - | - | - | - | - |
| Ending Fund Balance | 430,717 | 161,836 | - | - | - |
| Total Requirements | 41,341,865 | 8,868,138 | 8,707,061 | 8,707,061 | 10,476,535 |



Description of Fund

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

Revenue Summary

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

Expenditure Summary

Principal and interest payments required to meet debt service obligations for each issue are tracked separately.

Significant Issues & Changes

None



Not Allocated to Organizational Unit

General Obligation Bond Debt Service Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | - | 121,352 | 175,384 | 229,672 | 57,988 |
| Current Revenues | | | | | |
| Levy Taxes | 4,590,262 | 4,786,887 | 4,731,941 | 4,734,941 | 5,056,087 |
| Miscellaneous Revenue | 2,725 | 11,589 | - | 700 | 3,000 |
| Subtotal Current Revenues | 4,592,987 | 4,798,476 | 4,731,941 | 4,735,641 | 5,059,087 |
| Total Resources | 4,592,987 | 4,919,828 | 4,907,325 | 4,965,313 | 5,117,075 |
| Requirements by Category | | | | | |
| Debt Principal | 1,215,000 | 2,530,000 | 2,775,000 | 2,775,000 | 3,050,000 |
| Debt Interest | 3,256,635 | 2,160,155 | 2,132,325 | 2,132,325 | 2,067,075 |
| Ending Fund Balance | 121,352 | 229,673 | - | 57,988 | - |
| Total Requirements | 4,592,987 | 4,919,828 | 4,907,325 | 4,965,313 | 5,117,075 |



Description of Fund

The General Obligation Bond Debt Service Fund was created to account for property tax revenue and principal and interest payments required to retire debt associated with replacing an obsolete first responders emergency radio communications system, expanding coverage and reinforcing for disasters as approved by voters on May 17, 2016.

Revenue Summary

Revenue to satisfy the debt will come from property tax collections.

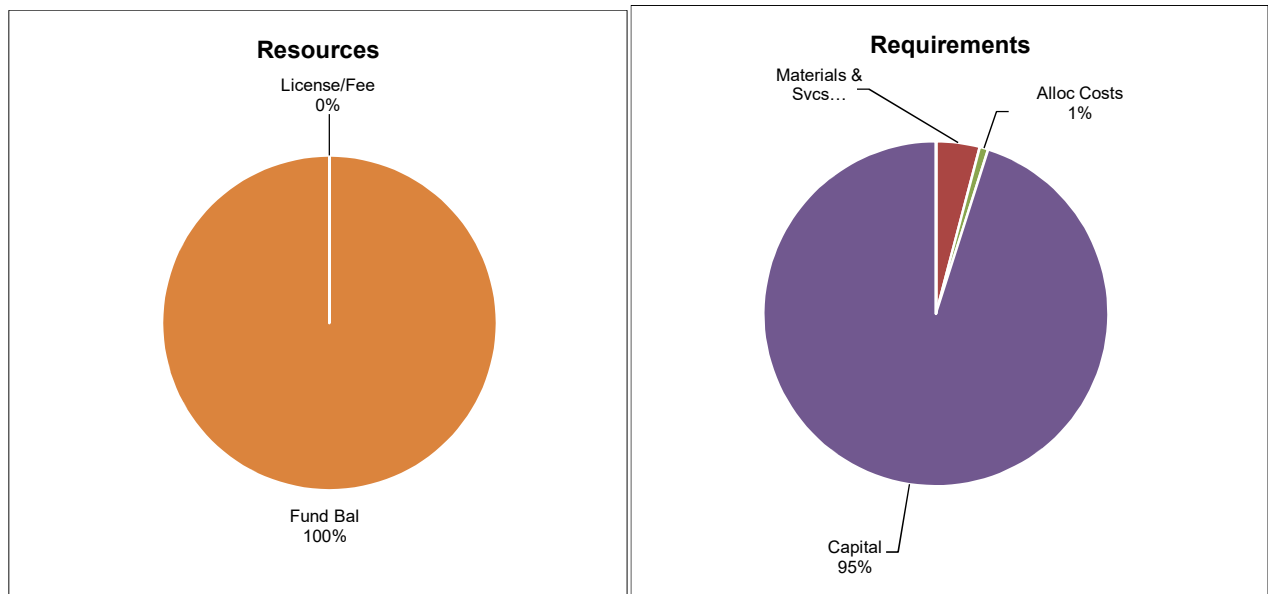
Expenditure Summary

Principal and interest payments required to meet debt service obligations for the current year are budgeted in this fund.

Significant Issues & Changes

Bonds were issued in the amount of \$59 million and will be repaid in 15 years or less.

Capital Project Funds



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

Funds Included In This Section:

Department:

DTD Capital Projects Fund
Capital Projects Reserve Fund

Transportation & Development
Finance



Public Ways and Facilities

DTD Capital Projects Fund (Closed)

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 3,304,121 | 4,122,400 | - | - | - |
| Current Revenues | | | | | |
| Prior Year Revenue (Dedicated) | 412,501 | - | - | - | - |
| Federal Revenue | 1,079,576 | - | - | - | - |
| State Revenue | 93,574 | - | - | - | - |
| Other Revenue | 317,128 | - | - | - | - |
| Interfund Transfers | 2,327,127 | - | - | - | - |
| Subtotal Current Revenues | 4,229,906 | - | - | - | - |
| Total Resources | 7,534,027 | 4,122,400 | - | - | - |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Materials & Services | 403 | - | - | - | - |
| Capital Outlay | 3,333,459 | - | - | - | - |
| Subtotal Current Expenditures | 3,333,862 | - | - | - | - |
| Interfund Transfer | 77,766 | 4,122,400 | - | - | - |
| Contingency | | - | - | - | - |
| Ending Fund Balance | 4,122,399 | - | - | - | - |
| Total Requirements | 7,534,027 | 4,122,400 | - | - | - |



Description of Fund

The DTD (Department of Transportation and Development) Capital Projects Fund was established to more effectively track the revenues and expenditures of projects within the department. However, with the creation of the Transportation Engineering and Construction program, Transportation and Development has decided to consolidate the projects in Fund 215 which provides the matching funds for grants and outside funding received.

Significant Issues & Changes

The capital projects fund was closed fiscal year 2018-19 and the projects were moved to Fund 215 for future accounting.

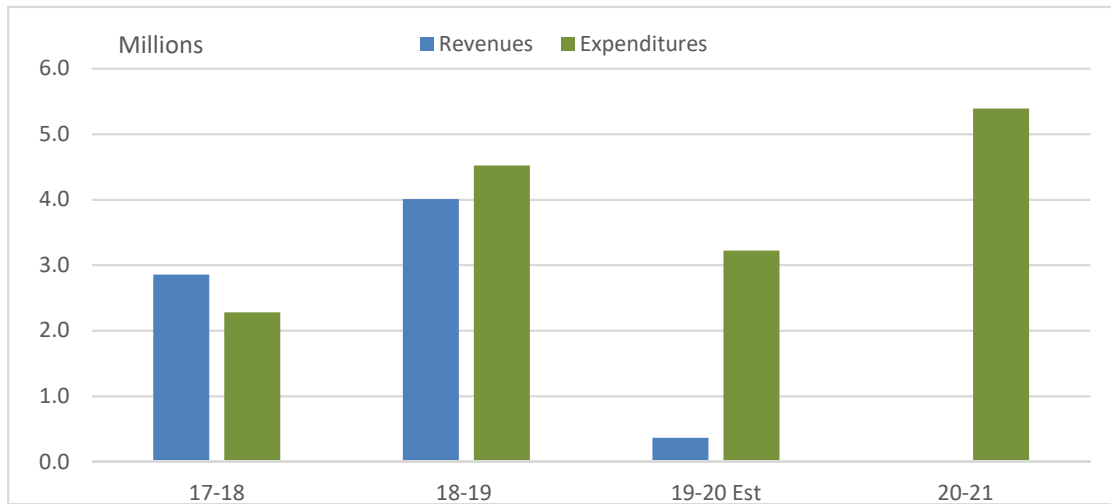
The fund expenditures were moved to Fund 215; this includes planning, design, construction, and right-of-way purchase for road projects, bike/pedestrian projects, safety projects, bridge projects and storm drainage projects.



Public Ways and Facilities

Capital Projects Reserve Fund

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| Resources by Category | | | | | |
| Beginning Fund Balance | 8,182,762 | 8,758,575 | 8,047,397 | 8,244,817 | 5,390,081 |
| Current Revenues | | | | | |
| Charges for Services | 197,256 | 336,598 | 6,343,534 | 364,994 | - |
| Miscellaneous Revenue | 134,438 | 669,612 | - | - | - |
| Interfund Transfers | 2,525,000 | 3,000,000 | - | - | - |
| Subtotal Current Revenues | 2,856,694 | 4,006,210 | 6,343,534 | 364,994 | - |
| Total Resources | 11,039,456 | 12,764,785 | 14,390,931 | 8,609,811 | 5,390,081 |
| Requirements by Category | | | | | |
| Current Expenditures | | | | | |
| Materials & Services | 1,178,586 | 1,630,751 | 343,534 | 397,383 | 221,353 |
| Allocated Costs | 40,895 | 41,831 | 42,742 | 42,742 | 42,742 |
| Capital Outlay | 1,061,398 | 2,847,386 | 12,645,515 | 2,779,605 | 5,125,986 |
| Subtotal Current Expenditures | 2,280,879 | 4,519,968 | 13,031,791 | 3,219,730 | 5,390,081 |
| Reserve for Future Expenditures | - | - | 1,359,140 | - | - |
| Contingency | - | - | - | - | - |
| Ending Fund Balance | 8,758,577 | 8,244,817 | | 5,390,081 | |
| Total Requirements | 11,039,456 | 12,764,785 | 14,390,931 | 8,609,811 | 5,390,081 |



Current Operating Revenues vs. Expenditures



Description of Fund

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

Revenue Summary

Beginning Fund Balance represents accumulated funds from prior years and balances of dollars for approved projects that are not yet complete. FY 2020-21 projects will be paid for with existing resources such as Fund Balance. There are no interfund transfers from the General Fund budgeted for FY 2020-21.

Expenditure Summary

The majority of expenditures in this fund are for Capital Outlay. The Materials and Services line items consist of professional services associated with the capital projects. Recent projects includes remodeling and refurbishment in the Development Services Building, Public Services Building, CUP Building, and roof top HVAC unit replacements.

Significant Issues & Changes

The General Fund will not transfer resources to the Capital Project Reserve Fund in FY2020-21. This future of this fund will be for new construction Capital Projects only and capital outlay and maintenance for the County will be detailed out of the Facilities Department budget.

Fee for Services budgeted in FY2019-20 will not continue in FY2020-21. This line item represented the bonded debt for the OSU Extension and 4-H project new construction. This project has been placed on hold as of May 2020 for 12 months due to increased construction costs.

Trust & Agency Funds

A fund used to account for assets held by government in a trustee capacity or as an agency for individual, private organizations, other government units, and/or other funds.

Funds Included In This Section:

Department:

Damascus Successor Private Purposes Trust Fund

Finance



Not Allocated to Organizational Unit Damascus Successor Private Purpose Trust Fund (Closed)

| <i>Resources and Requirements by Fund</i> | 2017-18 Actual | 2018-19 Actual | 2019-20 Budget | 2019-20 Est Actual | 2020-21 Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <u>Resources by Category</u> | | | | | |
| Beginning Fund Balance | 3,846,917 | 3,752,140 | - | - | - |
| Current Revenues | | | | | |
| Miscellaneous Revenue | 69,341 | - | - | - | - |
| Prior Year Adjustments | - | - | - | - | - |
| Subtotal Current Revenues | 69,341 | - | - | - | - |
| Total Resources | 3,916,258 | 3,752,140 | - | - | - |
| <u>Requirements by Category</u> | | | | | |
| Current Expenditures | | | | | |
| Materials & Services | 164,118 | 3,595,158 | - | - | - |
| Subtotal Current Expenditures | 164,118 | 3,595,158 | - | - | - |
| Interfund Transfer | - | 156,982 | - | - | - |
| Ending Fund Balance | 3,752,140 | - | - | - | - |
| Total Requirements | 3,916,258 | 3,752,140 | - | - | - |



Description of Fund

In 2016, the City of Damascus voters elected to disincorporate their city and return to county governance. The Damascus Successor Private Purpose Trust Fund was established in Fiscal Year 2016-17 to account for transactions relating to the County's responsibility to terminate former city operations and return remaining funds to its residents.

Revenue Summary

Revenue in the form of beginning fund balance holds the remaining assets of the former city.

Expenditure Summary

Once all outstanding obligations have been paid, any remaining funds will be distributed to former city residents.

Significant Issues & Changes

This fund was closed IN FY 2018-19 and all monies have been disbursed.



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CLACKAMAS
C O U N T Y



OVERVIEW

Capital Projects

Capital improvement planning is a financial management technique that looks beyond year-to-year budgeting to determine what future capital improvements and major acquisitions should be undertaken. Although a capital project may encompass multiple budget years, Oregon Budget Law requires that the anticipated requirements for each fiscal year of the project be budgeted during that year.

Capital planning is the responsibility of each department within the County. While many departments have minimal capital expenditure, a few routinely purchase or build major assets for the County and its citizens. Departments requiring capital assets must establish a program to identify the need for the expenditure. This in turn guides future capital budgeting efforts. Equally important, it helps staff gauge the adequacy of current funding sources and whether new and additional sources must be found, or standards lowered. The Transportation and Development Department has the most progressive plan, with a 20-year projection of infrastructure needs within the County including cost estimates.

In the 1992-93 fiscal year, the Board of County Commissioners created a Transportation System Development Charge to work in conjunction with building permits. Fees are assessed on new construction and the proceeds used to fund projects whose purpose is to alleviate traffic problems created by growth. Oregon statutes outline the steps, including the requirement for a comprehensive Capital Improvement Plan (CIP), which must be in place to implement this type of fee structure. The Board of County Commissioners adopted the necessary long-range Capital Improvement Plan in early 1993 to comply with state requirements and updated the plan most recently in 2017.

Clackamas County's budget classifies operating costs into major spending categories such as Personal Services and Materials & Services. The operating budget contains those expenses required for day-to-day service to the citizens. These are appropriated for one year only and are generally expected to recur regularly. Thus the year-to-year fluctuations in the operating budget are expected to be fairly minor. The budget will reflect changes in the cost of doing business, the size of County operations and population, and the types and levels of service being provided. Resources for the operating budget generally come from taxes, user fees, service grants and intergovernmental payments.

Capital projects, on the other hand, are one-time outlays that may encompass several years to the end of a project. Such projects result in the addition of major physical assets to the County. Wide fluctuations from year-to-year are expected in capital improvement budgets depending on the phasing of projects and the availability of construction grants and funds. Resources for the capital project budget generally come from bond sales, grants and other one-time sources or the accumulation, over time, of sufficient fund balance. Once capital projects or purchases are completed, the operating budget becomes responsible for the daily management and maintenance of the asset. Capital project expenses for 2020-21 total \$26.6 million and the more significant are detailed in the pages that follow.

Departments planning to begin a capital improvement project prepare a presentation for the Board of County Commissioners. This presentation contains justifications as well as funding sources and future costs of the project. The projects are then approved or rejected by the Board on a case by case basis. The current year funding requirement for approved projects is included in the department's annual budget.

Historically, the County has undertaken most capital projects only after funds have been accumulated to pay for them. There are currently three debt issues associated with capital improvements. In 2003 new debt was incurred to finance the construction of a Public Services Building and make improvements to the existing Emergency Operations Center. Both facilities are on County owned land in the Red Soils area of Oregon City. The new building brought together services previously located throughout the County in one convenient location for the public. Funds previously spent on office space leases are now being used for debt service. In 2004 the County issued debt to purchase the Public Safety Training Center from Clackamas Community College. These two issues were refunded in 2012 to reduce interest costs over the remaining life of the debts. Currently \$14,150,000 is outstanding for these facilities.

In 2007, bonds were issued to finance the construction of a second office building on the Red Soils campus to continue the consolidation of County facilities at a convenient location for residents along with other improvements including a public plaza, central utility plant and underground conduits and road improvements to accommodate increased traffic flow. This debt was refunded in 2018, also to reduce interest expense. The principal balance for this project is \$20,880,000. Finally, bonds were issued in 2009-10 to finance remodeling and other updates to facilities for use by the Sheriff's Department. The County-owned Brooks Building which is located in the Clackamas area within one quarter mile of the Sheriff's North Station and the Public Safety Training Center, making it a prime location for law enforcement operations, has been extensively remodeled to accommodate the Sheriff's operations. An evidence processing facility, recently completed, is the final project funded from this issue. The balance outstanding on this latest issue is \$19,320,000.

TRANSPORTATION SYSTEM PLANNING AND PROJECT PROGRAMMING

The following information is taken from the Clackamas County Five Year Transportation Capital Improvement Program for fiscal years 2017-2021 which was approved by the Board of County Commissioners in June, 2017.

Clackamas County is responsible for an extensive transportation network throughout the County. This network is part of a larger regional transportation system that supports the needs of the people and businesses in the County. The vast majority of the County road system (96%) is located outside of cities.

The public ownership of roads in Clackamas County is as follows:

City -- 806 miles
 County -- 1,413 miles
 State -- 290 miles

There are also many miles of local access roads, private roads and forest service roads maintained largely by property owners and the National Forest Service. The entire County transportation network encompasses a variety of structures as shown below, as well as a substantial system of sidewalks and bike lanes.

| | | |
|--------------------------------|--------------------|---------------------------------|
| 1,413 miles of road | 186 bridges | 179 traffic signals |
| 1,400 miles of road striping | 8,387 culverts | 76 school zone flashers |
| 2,363 miles of gravel shoulder | 2,131 manholes | 66 traffic surveillance cameras |
| 67,175 traffic signs | 9,825 catch basins | 41 miles of fiber optic cable |
| 113,721 feet of guardrail | 1 ferry | |

The major capital improvements needed for the transportation system, including projects needed to increase road capacity, relieve congestion, improve safety, serve new development, support economic growth and provide options to traveling by automobile, are identified within the Clackamas County Transportation System Plan (TSP), which is Chapter 5 of the County Comprehensive Plan and updated about every 10 years. As defined by the TSP, transportation capital projects are primarily located on arterial and collector roads. Similarly, federal transportation funding is only available for capital improvement

projects located on roads that are classified as arterials and collectors, with an emphasis on maintaining the operations of the principal arterial system.

20 Year Capital Improvement Plan ([20 Year CIP](#))

The 20 Year CIP was developed and adopted by the Board of County Commissioners (BCC) as a part of the TSP. It is divided into three lists, reflecting the expectation that there will not be enough funding for all projects within the 20 year time frame. The criteria for assigning projects to the lists below can be obtained by contacting Clackamas County Transportation and Development at (503) 742-4400.

20 Year Projects: The prioritized list of needed transportation projects that can reasonably be undertaken given the current estimates of available funding

Preferred Capital Projects: A second group of needed, prioritized transportation projects the County would undertake if additional funding becomes available during the next 20 years. Additional funding includes grants that are more suitable for specific projects in the Preferred Capital list as opposed to the 20 Year Capital list.

Long Term Capital Projects: The remainder of the transportation projects needed to meet the transportation needs of the County in the next 20 years but not expected to be funded or constructed by the County. These projects may be completed if suitable grant funding becomes available and is successfully matched.

5 Year Capital Improvement Program ([5 Year CIP](#))

The 5-Year CIP is comprised of projects from the 20-Year CIP for which funding has been identified or is anticipated over the next five years. This includes fully funded projects as well as those that are funded only for preliminary planning and design. It details the schedule for work in the next five years, creating the five-year program. In addition, the 5-Year CIP specifies the funding source for each project, connecting transportation planning to the County's capital construction budget. The 5 Year CIP is the exclusive mechanism for funding and building transportation capital projects, which are transportation projects with costs that are reasonably expected to exceed \$50,000.

The BCC adopts the 5 Year CIP with the understanding and acknowledgement that there are limited funds available for expenditure on the needed capital transportation projects within the County. The 5 Year CIP is the BCC's expression of policies, directives, and goals adopted through the transportation system planning process upon recommendation of County staff. County staff on behalf of the BCC have considered, evaluated, and prioritized all known capital transportation projects within County roadways and intersections. Professional expertise and discretion is used to find outside funding (see Funding Sources and Future Projects below) for the needed projects and to use limited Road Funds to maximize public dollars and work towards a safer, more efficient transportation system. Not all known deficiencies are able to be mitigated due to funding shortages. The 5 Year CIP contains the BCC's discretionary policy decision as to which capital transportation projects will be constructed within the County and is the exclusive list of such projects that will be pursued. The 5 Year CIP includes some projects identified in the 20 Year CIP, the Transportation Safety Action Plan (TSAP), the intelligent Transportation System (ITS) Plan, projects identified through the bridge and culvert review system, the ADA Transition Plan projects that emerge because of emergency repairs and projects identified through Transportation Maintenance's Work Program. These other plans are reviewed by the BCC through separate processes.

Capital Project Categories

The broadly defined capital project descriptions used in the TSP, the 20 Year CIP and the 5 Year CIP allow for the development of individual projects within a larger project. These project categories are loosely based on the road user or system that the project benefits or impacts (e.g. bicycle project, pedestrian project or transit project), as follows:

1. Upgrade – Projects that add vehicle capacity to an existing roadway or intersection. This may require the reconstruction of any existing sidewalks and/or bicycle lanes. Other examples include adding intersection turn lanes or installing a traffic signal. In the 20 Year CIP, the upgrade projects are separated into urban and rural, depending on if they are located inside or outside the Portland Metropolitan Urban Growth Boundary (UGB). Some projects have a “new roadway” designation, when an extension or a new road is needed to accommodate vehicle capacity or needed connectivity.
2. Bridge/Culverts – Constructing, replacing or upgrading a bridge or culvert
3. Safety – Projects or studies focused on reducing crashes and/or the risk of crashes, including railroad crossings. The Clackamas County Transportation Safety Action Plan (TSAP) outlines a strategy to build and implement a county-wide safety culture with the ultimate goal of reducing transportation-related injuries and fatalities. The TSAP is being updated and will be completed in 2018. Policy and action items set forth in the plan will achieve the desired goals when implemented; however, successful implementation depends upon a number of factors, including strong safety leadership at all levels, cohesive safety partnerships, funding and working together toward a common goal. Success will result in reduced injuries and fatalities on County roadways.

A list of projects that support the TSAP can be found in the Supplemental Information section of this document. In order to make the needed investments, these projects will have to be matched to a funding source so that they can be programmed into the 5 Year Capital Improvement Program.

4. Active Transportation – Projects located in both the urban and rural areas. Active Transportation upgrade projects in the UGB add needed sidewalks, bicycle lanes or multi-use paths. Projects outside the UGB include those that add paved shoulders or multi-use paths. There are also more general projects that add needed facilities such as way-finding signage.

| Project Category | Prospectus # | Project Name | Project Extent | Description | Funding Source | Cost Estimate (\$2016) | Anticipated Road Fund Match | FY-16/17 | FY-17/18 | FY-18/19 | FY-19/20 | FY-20/21 |
|--------------------|--------------|--|--|---|--|------------------------|-----------------------------|----------|----------|----------|----------|----------|
| 1-Upgrade | TBD | Linwood Ave Improvements | Johnson Creek Boulevard to Monroe Street | Improve to minor arterial standards; add sidewalks, bicycle lanes and stormwater control. | Tax Increment Financing | \$4,750,000 | \$0 | | X | X | X | X |
| 1-Upgrade | 30324 | Monroe St Improvements | 60th Ave to Fuller Road | Improve to minor arterial standards; add sidewalks, bicycle lanes and stormwater control. First Phase Project Planning. | Tax Increment Financing; TGM Grant | \$6,000,000 | \$0 | X | X | X | X | |
| 1-Upgrade | 30088 | Boyer Extension West | 82nd to Fuller | Construct 2-lane roadway with turn lanes at OR 213 and Fuller Road, bikeways and pedestrian facilities; install flashing yellow arrow for left turns on northbound and southbound approaches at OR 213 intersection; right-in right-out at Fuller/King; Fuller Rd from King to Monroe: sidewalk and drainage improvements | Tax Increment Financing | \$4,012,179 | \$0 | X | X | | | |
| 1-Upgrade | 22231 | Last Road Improvements | Evelyn St to Violet St | 20 feet of widening on the south side and install a planter strip and sidewalks. Widen the sidewalk on Evelyn just west of Last Rd to meet current standards. | SPWF, General Sheet Metal, Road Fund | \$493,800 | \$10,832 | X | X | | | |
| 1-Upgrade | 22230 | Union Mills (turn lane) | Union Mills Road at Hwy 213 | Intersection with Hwy 213 – add turn lane for logging trucks | STIP - Enhance; Road Fund Match | \$1,229,514 | \$135,471 | X | X | | | |
| 2-Bridge / Culvert | TBD | Johnson Creek Crossing on Linwood Ave | Linwood Ave | Reconstruct and widen to accommodate sidewalks and bike lanes | Tax Increment financing | TBD | \$0 | | | | | X |
| 2-Bridge / Culvert | TBD | Johnson Creek Crossing on Bell Ave | Bell Ave | Reconstruct and widen to accommodate sidewalks and bike lanes | Tax Increment financing | TBD | \$0 | | | | X | |
| 2-Bridge / Culvert | TBD | Dodge Park Bridge | Near Lusted Rd / Marsh Rd | Rehab bridge | STP | \$1,700,000 | \$0 | | X | X | | |
| 2-Bridge / Culvert | 22144 | Salmon River Bridge | Elk Park Road | Replace existing one-lane bridge with new two lane bridge. | Highway Bridge Replacement & Rehab Grant; Road Fund Match | \$3,397,798 | \$605,647 | X | X | X | X | |
| 2-Bridge / Culvert | 22241 | Boardman Creek Bridge Replacement | Boardman Creek under River Road and Walta Vista Lane | Replace two Boardman Creek failing culverts under River Road and Walta Vista Lane | Oak Lodge Sanitary District; Road Fund | \$3,400,000 | \$950,000 | X | X | X | X | |
| 2-Bridge / Culvert | 22184 | Pudding River Bridge | Whiskey Hill Road | Construct a new bridge, 32 feet wide, spanning the river inside the current curve. | STP Grant; Highway Bridge Replacement & Rehab Grant, Road Fund Match | \$9,038,025 | \$1,084,328 | X | X | | | |
| 2-Bridge / Culvert | 22242 | Foster Creek (Bakers Ferry Rd) Bridge Scour Protection | | Bridge scour repairs | Road Fund | \$400,000 | \$400,000 | X | X | | | |
| 2-Bridge / Culvert | TBD | Bear Creek Bridge | On Canby Marquam Hwy near Barnards | Replace bridge | Highway Bridge Replacement & Rehab Grant; Road Fund | \$2,200,000 | \$55,000 | | | X | X | X |
| 3-Safety | TBD | ODOT All Road Transportation Safety (ARTS) | Countywide | Rural corridor systemic: curve warning signs; rural intersection systemic: enhanced warning signs, urban intersection systemic: signal improvements; urban intersections hot spots: various safety improvements | HSIP, Road Fund Match | \$2,685,000 | \$227,000 | | X | X | X | X |
| 3-Safety | TBD | Quick Fix Budget | Countywide | Budget set aside for larger projects such as corridor signing, AWSC conversions, other small safety projects | Road Fund | \$100,000 | \$100,000 | | X | | | |
| 3-Safety | 22238 | ADA Ramps | Countywide | In accordance with the Americans with Disabilities Act, implement curb ramp upgrades at various intersections. | Road Fund | \$720,129 | \$720,129 | X | X | X | X | X |
| 3-Safety | 22194 | HWY 224 @ Springwater - Temporary Signal | Intersection of Highway 224 & Springwater Road | Install a temporary traffic signal at the intersection of Highway 224 and Springwater Road. | OTIA, SDC | \$1,089,855 | \$0 | X | X | | | |
| 3-Safety | TBD | SE 242nd Ave and SE 222nd Dr RSA Implementation | OR 212 to County line | Implement RSA recommendations | Damascus Road Fund | \$200,000 | \$0 | | X | | | |
| 3-Safety | TBD | 242nd / Borges Realignment | SE 242nd Ave / SE Borges Rd | Realign/grade intersection of SE 242nd & SE Borges Rd | Damascus Road Fund | \$600,000 | \$0 | | X | X | | |

| Project Category | Prospectus # | Project Name | Project Extent | Description | Funding Source | Cost Estimate (\$2016) | Anticipated Road Fund Match | FY-16/17 | FY-17/18 | FY-18/19 | FY-19/20 | FY-20/21 |
|------------------|----------------|---|--|--|---|------------------------|-----------------------------|----------|----------|----------|----------|----------|
| 3-Safety | 30003 30098 | CRC Mobility Project | In the area between Sunnyside Rd, Sunnybrook Blvd, Fuller Rd and Stevens Rd | 33 discrete or interconnected projects that improve safety and operations of motor vehicle, transit, freight, and pedestrian and bicycle facilities | Tax Increment Financing | \$26,000,000 | \$0 | X | X | X | | |
| 3-Safety | TBD | Orient / Compton AWSC | Orient / Compton | Convert to all-way stop control | Road Fund | \$60,000 | \$60,000 | | X | | | |
| 3-Safety | TBD | Kelso & Orient - All-way stop conversion | Intersection of Kelso Rd & Orient Rd | Remove existing span wire flasher and poles, install all-way stop traffic control at intersection, including advance and stop bar flashers on all legs. | Road Fund | \$20,000 | \$0 | | X | | | |
| 3-Safety | TBD | Edminston / Wilsonville AWSC | Edminston Rd / Wilsonville Rd | Convert to all-way stop control | Road Fund | \$250,000 | \$250,000 | | X | | | |
| 3-Safety | TBD | RSA - Stafford Rd Implementation | Boeckman to Rosemont | Implement RSA recommendations along corridor | Road Fund | \$200,000 | \$200,000 | X | X | | | |
| 3-Safety | TBD | RSA - Canby Marquam RSA Recommendations | 13th to Highway 211 | Intersection improvements at Lone Elder, Macksburg and Gribble, and other corridor work | Road Fund | \$250,000 | \$250,000 | | X | | | |
| 3-Safety | TBD | Central Point / New Era | Central Point / New Era | Changes in traffic control / intersection enhancements | Road Fund | \$150,000 | \$150,000 | | X | | | |
| 3-Safety | TBD | RSA -Beavercreek Recommendations | OC Limits to Ferguson | Finish RSA implementation work, primarily shoulder work | Road Fund | \$50,000 | \$50,000 | | X | | | |
| 3-Safety | TBD | RSA - Redland Rd | Abernethy to Henrici | Perform road safety audit to identify appropriate safety improvements | Road Fund | \$50,000 | \$50,000 | | X | | | |
| 3-Safety | 22240 | Victory Blvd @ Forsythe Rd Realignment | Victory Blvd and Forsythe Rd | Intersection realignment | Road Fund; Developer | \$185,134 | \$135,134 | X | X | | | |
| 3-Safety-Fix It | TBD | HSIP Transitions | SE Eagle Creek Rd S Eaden Rd S Canby-Marquam Hwy S Union Mills Rd S Molalla Ave S Springwater Rd SW , Stafford Rd- 30013-22228, SW Pete's Mountain Rd/Hoffman Rd S Beavercreek Rd S Henrici Rd S Sawtell Rd S New Era Rd-Old | Curve signing, delineation | HSIP | \$600,000 | \$0 | X | X | | | |
| 4-Active Trans | 22243 | Torbank Sidewalks | River Rd - Trolley Trail | Construct sidewalks | Fee-in-Lieu Of; Road Fund | \$380,000 | \$140,000 | X | X | | | |
| 4-Active Trans | 22248 | Jennings Lodge Pedestrian Improvements | Portland Ave from Jennings Ave to Hull Ave | Construct sidewalks | CDBG, Road Fund | \$727,300 | \$247,300 | X | X | X | | |
| 4-Active Trans | 22239 | S Ivy Street Pedestrian Intersection Improvements | Hwy 99E in Canby | Construct bike lanes and sidewalks. | STIP - Enhance; Road Fund Match | \$2,591,000 | \$407,958 | X | X | X | X | |
| 4-Active Trans | 22234 | Jennings Ave - Sidewalk and Bike lanes | McLoughlin Blvd to Oatfield | Construct curb-tight sidewalk on the north side of Jennings Ave and bike lanes on both sides. Widening the roadway to accommodate bike lanes and sidewalk will require general excavation, rock excavation and new water quality and detention facilities, including new storm water collection infrastructure, removal and construction of a retaining wall and replacement of a guardrail. | MTIP - Regional Flexible Funds | \$4,040,213 | \$414,932 | X | X | X | X | |
| 5-ITS | 22219 | Sunnyside Adaptive Signal System | Sunnyside Road from 8600 block to 122nd Avenue | Deploy Adaptive Signal Control Technology (smarter signals) along Sunnyside Road from 8600 block to 122nd Avenue. | STP Grant, Road Fund match | \$986,000 | \$113,956 | X | X | | | |
| 5-ITS | 22218 | Clackamas County Regional Freight ITS Project Phase 1 – Planning and Design and Phase 2 A/B- Construction | Clackamas Industrial Area to Wilsonville | Construct ITS improvements in the following freight corridors/employment areas: 1) OR 224 (Milwaukie Expressway); 2) OR 212 / 224 Clackamas Highway; 3) 82nd Drive between the Gladstone Interchange and OR 213 (82nd Avenue); 4)The City of Wilsonville; and 5) Other areas identified in the planning process | MTIP - Regional Flexible Funds, Road Fund match | \$2,247,664 | \$234,103 | X | X | X | X | |

| Project Category | Prospectus # | Project Name | Project Extent | Description | Funding Source | Cost Estimate (\$2016) | Anticipated Road Fund Match | FY-16/17 | FY-17/18 | FY-18/19 | FY-19/20 | FY-20/21 |
|------------------|--------------|--|---|--|--|------------------------|-----------------------------|----------|----------|----------|----------|----------|
| 5-ITS | 22235 | Canby Ferry Bank Stabilization and ITS | Canby Ferry | Extend fiber optic cable from the existing County fiber from Advance Road to Ferry signals, add up to two pan-tilt-zoom CCTV cameras to view the ferry and have images posted on the County's Travel Information website; upgrade ferry notification signs to display green "OPEN" and red "CLOSED" and enhance the bank on the north side roadway approach by removal of hazard trees and bank stabilization. | FHWA Ferry Boat Discretionary Program; Road Fund | \$506,525 | \$102,838 | X | X | X | | |
| 6-Repairs | TBD | 90th Ave | Monterey to Causey | Road reconstruction | STP | \$550,000 | \$400,000 | | X | X | | |
| 6-Repairs | 22209 | Deep Creek Bridge Phase 2 | Bridge 06299 MP 0.43 Amisigger Road, 0.12 miles north of Judd | Required mitigation from DSL for the emergency repair and constructing engineered log jams to move Deep Creek back into its original channel away from the bridge abutment | Road Fund | \$448,687 | \$448,687 | X | X | | | |
| 6-Repairs | TBD | E Salmon River Rd Surface Preservation | US 26 to Welches Rd | Paving, surface preservation and guardrail adjustment | Federal Lands Access Program | \$200,000 | \$234,055 | | X | X | X | |
| 6-Repairs | TBD | Lolo Pass Paving | US 26 to near Muddy Fork Rd | Improving and preserving the road surface and extending a revetment | Federal Lands Access Program | \$3,241,922 | \$332,945 | | X | X | X | |
| Total | | | | | | \$85,750,745 | \$8,510,315 | | | | | |

FUNDING SOURCES AND FUTURE PROJECTS

Projects in the 5-Year CIP are funded through a variety of sources, connecting transportation planning to the County's capital construction budget. To be on the 5-Year CIP list, a project must have an identified funding source.

A 20-year funding forecast was completed in October 2012 as a part of the TSP update process. The complete memo outlines funding expected to be received over the next 20 years. One of the key themes is that ***the County Road Fund is only anticipated to play a minor role (as match money for other funding sources) in future capital projects.***

Since the Road Fund will be used only to match funds from other sources, reliance upon other funding sources for capital projects has increased. To help match projects to appropriate funding sources, recently used sources are reviewed below and potential projects for the next funding cycle are identified. Table B: Key Projects Matched with Potential Grant Funding Sources highlights projects in the TSP that should be considered when the next grant cycle is open. This table follows the discussion of funding sources.

While identification of potential projects is needed as the programs become open for applications, ultimately the selection of appropriate projects will be determined when the application is developed.

Local Funding Sources

Clackamas County Road Fund

The County Road Fund is made up of revenue received through the Oregon State Highway Trust Fund from state gas tax, weight-mile tax, vehicle registration fees (VRF) and vehicle titling fees. These funds are distributed to the County based on allocation schedules set out in state law.

The state constitution and Oregon Revised Statutes require State Highway Trust Fund revenue to be used "...for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, and streets..." (including a mandatory minimum 1% annual expenditure on bicycle and pedestrian facilities). Road Fund money is often used as the local contribution (match) for projects funded by federal, state and other local funding programs.

The County Road Fund also includes federal funds from timber revenues. Since 2001, approximately 17.6% of funding for rural transportation projects and 3.4% of funding for urban transportation projects has come from the Road Fund.

Transportation System Development Charges (TSDCs)

TSDCs are one-time assessments on new developments based on the number of vehicle trips the developments are forecast to generate. This equitably spreads the cost of increased capacity road projects to new development because new and expanding developments rely on improvements to the road network provided through the County's capital improvement program. These funds are dedicated to projects that improve capacity, may not be used for maintenance or multi-modal projects, and are restricted to projects on an adopted list within a geographic area.

Improved capacity can include operational efficiencies (e.g., signalization) that increase the number of vehicles accommodated by the system or added facility miles.

Urban Renewal (Tax Increment Financing [TIF])

Urban renewal raises money for public improvements through Tax Increment Financing (TIF) in blighted areas. Local investments focus on creating jobs, helping businesses, improving communities and increasing the tax base to result in long-term financial stability for local service providers and property owners. The use of funds from urban renewal districts is customized to meet the needs of the approved plan for the urban renewal area.

Expenditures are restricted to making improvements within the geographic limits of the urban renewal area in which the funds were raised, and focus on funding infrastructure consistent with the adopted urban renewal plan. Urban renewal frequently provides matching funds for money from federal, state, regional and other local sources.

There are three County urban renewal districts. Only one, the North Clackamas Revitalization Area (NCRA), still collects revenue and only two, the Clackamas Town Center District and the NCRA, are forecast to invest revenue in transportation projects over the next 20 years.

Drive to Zero

Reducing Injuries and Fatalities in Clackamas County is the mission of the Clackamas Safe Communities Program, emphasizing transportation-related crashes as a leading injury prevention issue. The program's approach to crash reduction includes using the "5E's" (Education, Enforcement, Engineering, Emergency Medical Response and Evaluation). Efforts include selected enforcement, safety education and safety projects.

Fee in Lieu of (FILO)

Clackamas County code 1007.10 provides for a fee in lieu of (FILO) required frontage improvement on County roads. The frontage improvement requirement is primarily for sidewalks. FILO is typically used when a development is being proposed in an area with few or no sidewalks present. Instead of the developer building the required sidewalk improvement on the frontage, a fee is paid. The intent is for the County to build continuous sidewalk once enough fees are collected.

Federal, State and Regional Funding Sources

Federal Highway Trust Fund – Fixing America's Surface Transportation Act (FAST Act)

Projects on National Highway System facilities can access federal funding. Periodically, federal legislation reauthorizes federal highway, transit and transportation safety programs funded through the Highway Trust Fund. The current reauthorization, FAST Act, was enacted in 2016 and is set to expire in 2020. FAST Act contains the following federal aid highway programs and mass transit funding:

National Highway Performance Program
Surface Transportation Block Grant Program (STBGP)
Highway Safety Improvement Program (HSIP)
Congestion Mitigation & Air Quality Improvement Program (CMAQ)
Metropolitan Transportation Planning
Surface Transportation Program (STP)

Oregon State Highway Fund

Highway revenues in the State of Oregon have several major sources; motor vehicle registration and title fees, driver's license fees, motor vehicle fuel taxes and weight-mile taxes. Net revenues from the above taxes and fees are deposited into an account known as the State Highway Fund. With minor exceptions, the Oregon Constitution (Article IX, Section 3a) dedicates highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.

Transportation Investment Generating Economic Recovery Discretionary Grant (TIGER)

The TIGER program provides a unique opportunity for the US Department of Transportation to invest in road, rail, transit and port projects that promise to achieve critical national objectives. Since 2009, Congress has dedicated more than \$4.1 billion for six rounds of TIGER to fund projects that have a significant impact on the nation, a region or a metropolitan area.

Each project needs to be multi-modal, multi-jurisdictional or otherwise challenging to fund through existing programs. TIGER uses a rigorous process to select projects with exceptional benefits that explore ways to deliver projects faster and save on construction costs, and that invest in the nation's infrastructure to make communities more livable and sustainable. In urban areas, the minimum project amount is \$10 million; in rural areas the minimum project amount is \$1 million. Projects must be regionally significant and closely aligned with economic benefits.

Western Federal Lands Access Program

The Federal Lands Access Program was created by MAP-21 to improve access to federal lands. The program is directed towards public highways, roads, bridges, trails and transit systems that are under state, county, town, township, tribal, municipal or local government jurisdiction or maintenance and provide access to federal lands. The following activities are eligible for consideration:

Preventive maintenance, rehabilitation, restoration, construction and reconstruction
Adjacent vehicular parking areas

Acquisition of necessary scenic easements and scenic or historic sites
Provisions for pedestrian and bicycles
Environmental mitigation in or adjacent to federal land to improve public safety and reduce vehicle/wildlife mortality while maintaining habitat connectivity
Construction and reconstruction of roadside rest areas, including sanitary and water facilities
Operation and maintenance of transit facilities

Proposed projects must be located on a public highway, road, bridge, trail or transit system that is located on, is adjacent to or provides access to federal lands for which title or maintenance responsibility is vested in a state, county, town, township, tribal, municipal or local government.

FHWA Accelerated Innovation Deployment (AID) Demonstration Program

AID provides funding as an incentive for eligible entities to accelerate the implementation and adoption of innovation in highway transportation. FHWA encourages the use of AID Demonstration funds to promote the deployment of the *Every Day Counts* (EDC) initiatives, which provide ways to improve highway planning, design, construction and operation.

This program is part of the multi-faceted Technology and Innovation Deployment Program (TIDP) approach that provides funding and other resources to offset the risk of trying an innovation. AID Demonstration funds are available for any project eligible for assistance under Title 23, United States Code. Eligible projects may involve any aspect of highway transportation that addresses TIDP goals, and must include proven innovative practices or technologies. Innovations may include infrastructure and non-infrastructure strategies or activities that the applicant or sub-recipient intends to implement and adopt as a significant improvement from the conventional practice.

FHWA Emergency Relief Program

Title 23, United States Code, Section 125, authorizes a special program from the Highway Trust Fund for the repair or reconstruction of federal-aid highways and roads on federal lands that have suffered serious damage as a result of natural disasters or catastrophic failures from an external cause. This program, commonly referred to as the emergency relief or ER program, supplements the commitment of resources by states, their political subdivisions or other federal agencies to help pay for unusually heavy expenses resulting from extraordinary conditions.

The applicability of the ER program to a natural disaster is based on the extent and intensity of the disaster. Damage to highways must be severe, occur over a wide area and result in unusually high expenses to the highway agency. Applicability of ER to a catastrophic failure is based on the criteria that the failure was not the result of an inherent flaw in the facility, but was sudden, caused a disastrous impact on transportation services and resulted in unusually high expenses to the highway agency.

This program has been used to fund projects in Clackamas County needed due to federal emergencies, such as Lolo Pass / Zig Zag River Bridge, Henrici Road and E. Barlow Trail Road.

FHWA Ferry Boat Discretionary (FBD) Program

The FBD program provides funding for ferry facilities that are on a non-Interstate public road and are publicly owned, publicly operated or majority publicly owned providing substantial public benefits. Projects selected for funding under this program are funded at 80 percent Federal share.

Statewide Transportation Improvement Program (STIP)

The Statewide Transportation Improvement Program, known as the STIP, is Oregon's four-year transportation capital improvement program. The STIP identifies the funding for, and scheduling of, transportation projects and programs on federal, state, city and county transportation systems, multimodal projects (highway, passenger rail, freight, public transit, bicycle and pedestrian) and projects in the National Parks, National Forests and Indian tribal lands.

Highway Safety Improvement Program (HSIP)

This ODOT program has been expanded under FAST Act to incorporate the functions and funding that were previously contained in the High Risk Rural Roads Program. The HSIP is focused on projects on local agency roads (non-ODOT facilities) and ODOT facilities. The goal is to increase awareness of safety on all roads, promote best practices for infrastructure safety, complement behavioral safety efforts, and focus limited resources to reduce fatal and serious injury crashes. The program is data-driven to achieve the greatest benefits in crash reduction and was developed to be blind

to jurisdiction. ODOT is currently working to transition the safety program. During the transition, funding for local agency roads will be allocated to primarily focus on a few systemic low-cost fixes that can be implemented in the shorter timeframe.

Highway Bridge Program (HBP)

This program is part of the National Highway Performance Program and the Surface Transportation Program. Bridge improvement and replacement remain a major priority of ODOT. To qualify for this funding, a bridge typically needs to have a sufficiency rating of less than 50.

Oregon Watershed Enhancement Board (OWEB)

The OWEB is a state agency that provides grants to help Oregonians take care of local streams, rivers, wetlands and natural areas. Community members and landowners use scientific criteria to decide jointly what needs to be done to conserve and improve rivers and natural habitat in the places where they live. OWEB grants are funded from the Oregon Lottery, federal dollars and salmon license plate revenue.

Fish America Foundation

Fish America, in partnership with the NOAA Restoration Center, awards grants to local communities and government agencies to restore habitat for marine and anadromous fish species. Successful proposals have community-based restoration efforts with outreach to the local communities. These grants are small, but help with bridge scour projects.

National Fish Passage Program - US Fish and Wildlife

The U.S. Fish and Wildlife Service National Fish Passage Program is a voluntary, non-regulatory conservation assistance program that provides financial and technical support to remove or bypass artificial barriers that impede the movement of fish and other aquatic species and contribute to their decline. The program implements fish passage improvement-based, cost shared projects to protect, restore or enhance habitats that support fish and other aquatic species and their populations. All or a portion of project funds may be transferred to partner organizations through cooperative agreements if the Service lacks the capability to implement a project.

Jobs and Transportation Act (JTA)

To help address funding shortfalls for some long-standing transportation needs, as well as stimulate the state's economy, the 2009 Oregon Legislature provided dedicated funding to nine different projects and an additional \$26.3 million in modernization funding for ODOT Region 1. Six of the Region 1 projects are in the urban Metro area, including the first phase of the Sunrise Project, which was recently completed. In July of 2017, the State legislature passed HB 2017-10 which increased funding to several different state transportation funding programs.

ConnectOregon

ConnectOregon is a lottery bond-based initiative to invest in air, rail, marine, transit and bicycle/pedestrian infrastructure to ensure Oregon's transportation system is strong, diverse and efficient. ConnectOregon projects are eligible for up to 80% of project costs for grants and 100% for loans. A minimum 20% cash match is required from the recipient for all grant-funded projects. Projects eligible for funding from state fuel tax revenues are not eligible. If a highway or public road element is essential to the complete functioning of the proposed project, applicants are encouraged to work with their ODOT region, city or county to identify the necessary funding sources.

The previous focus on air, rail, marine and transit projects limited the 20-year TSP projects appropriate for funding from this source. With the addition of active transportation projects, this may be an appropriate TSP funding source in the future.

Immediate Opportunity Funds (IOF)

The IOF supports primary economic development in Oregon through construction and improvement of streets and roads. The 1987 Legislature created state funding for immediate economic opportunities with certain motor vehicle gas tax increases. Access to this fund is discretionary and the fund may only be used when other sources of financial support are unavailable or insufficient. The IOF is not a replacement or substitute for other funding sources. The IOF is designed to meet the following objectives:

Provide needed street or road improvements to influence the location, relocation or retention of a firm in Oregon

Provide procedures and funds for the Oregon Transportation Commission (OTC) to respond quickly to economic development opportunities

Provide criteria and procedures for the Oregon Economic and Community Development Department, other agencies, local governments and the private sector to work with ODOT in providing road improvements needed to ensure specific job development opportunities for Oregon, or to revitalize business or industrial centers

The use of the IOF is limited to:

Type A: Specific economic development projects that affirm job retention and job creation opportunities

Type B: Revitalization of business or industrial centers to support economic development

Type C: Preparation of Oregon Certified Project-Ready Industrial Sites

Special Public Works Fund (SPWF)

The Special Public Works Fund (SPWF) provides funds for publicly owned facilities that support economic and community development in Oregon. Funds are available to public entities for planning; designing; purchasing; improving and constructing publically owned facilities; replacing publically owned essential community facilities; and emergency projects as a result of a disaster.

Metropolitan Transportation Improvement Program (MTIP)

MTIP is the federally-mandated four-year schedule of expenditures of federal transportation funds and significant state and local funds in the Portland metropolitan region. The MTIP provides the upcoming four-year implementation schedule of transportation projects in the Portland region.

For projects to receive federal transportation funding, they must be included in the Regional Transportation Plan (RTP). MTIP coordinates spending of federal and state transportation funds for four different public agencies: Metro, ODOT, TriMet and South Metro Area transit district.

Regional Flexible Fund Allocation (RFFA)

The regional flexible fund allocation (RFFA) process is used to determine which locally identified priorities are awarded funding to advance the goals of the RTP. The RFFA process typically takes place on a two-year funding cycle to match closely with the MTIP update schedule.

Table B: Key Projects Matched with Possible Grant Funding Sources

| Project Name (TSP Number) | Description | Possible Funding Source |
|---|---|------------------------------------|
| I-205 Bottleneck Project (4016) | Improvement to I-205 between the Stafford interchange and the east end of the Abernethy Bridge to address congestion issues | STIP Enhance / TIGER, JTA 2 |
| Arndt Rd Connection (1106) | Planning study to develop transportation alternatives and alternative project alignments to provide improved access between I-5 / Wilsonville and Canby | STIP Enhance / JTA 2 |
| Sunrise Project Phase II (4036) | Extend the Sunrise Project to 172 nd Avenue | STIP Enhance / JTA 2 |
| OR 211 (4040) | OR 170 (Canby Marquam Hwy)/ OR 211 intersection – intersection improvements | STIP Fix-it / HSIP |
| Bull Run Truss (3038) | Replace bridge | STIP / HBR |
| 172 nd Ave / 190 th Ave Connector | Environmental assessment and project construction to connect 172 nd Avenue to 190 th Avenue as envisioned in the 172 nd / 190 th Corridor Management Plan | MTIP |
| Badger Creek | Rugg Road / Springwater Trail culvert replacement | OWEB / ODFW |
| 97 th Ave / Mather Rd (1011) | Add bikeways, pedestrian facilities and east-bound left turn lanes at Mather Rd / Summers Lane | MTIP /RFFA |
| Alberta St / 72 nd Ave (2000) | Add sidewalks, bicycle lanes and stormwater | TIF |
| Luther Rd (2001) | Add sidewalks, bicycle lanes and stormwater | TIF |
| Overland St | Add sidewalks, bicycle lanes and stormwater | TIF |
| Lake Oswego to Milwaukie Bridge (2022) | Construct bike/pedestrian crossing over the Willamette River | Connect Oregon |
| Holly St (1109) | Add paved shoulders | STIP / Enhance |
| Clackamas River Drive (3113) | Construct bikeway in accordance with the Active Transportation Plan; add turn lanes at Springwater Rd and Forsythe Rd | STIP / Enhance |
| Newland Crk Bridge / Advance Rd (2027) | Replace culverts and roadway embankment with a bridge on the same approximate vertical and horizontal alignment that will improve fish passage to the site. | FHWA AID Demonstration |
| Woodcock Creek / Grimm Bridge | Bridge replacement | HBR/ OWEB / National Fish Passage |
| Aschoff Rd | Culvert repair project | OWEB / National Fish Passage |
| OR 212 Freight Mobility Corridor Improvement | Freight mobility improvements on OR 212 between Rock Creek Junction and US 26 | MTIP / STIP / JTA 2 |

OPERATING IMPACTS

Although there are often operating impacts associated with capital improvements, these do not usually play an important part in the selection of projects to be undertaken. It can be expected that new roads, intersections or buildings will require less maintenance than older facilities but this is not the reason for constructing those additions or improvements. Transportation projects are done to increase safety or capacity or alleviate congestion. Facilities projects are done to repair damage, retrofit existing space for more optimal use or meet certain grant or legal requirements or citizen mandates such as ADA compliance or the construction of visitor information centers with transient room tax revenues. As with transportation projects, debt service is not an important consideration. Facilities are constructed as funds are available to pay for them. To the extent that operating impact information is available, it is included in the specific project summaries that follow.

Even though forecasted operating impacts are not critical in determining if a project should be undertaken, it is possible to forecast those impacts in general terms for transportation improvements. It can be expected that operating costs will amount to 0.5% per year of the total cost of construction over the life of the project. Thus, over the life of a \$10 million road improvement, about \$50,000 will be required annually (on average) to maintain the improvement. For the first three to five years, upkeep may not be required at all. As the road begins to age, striping and culvert cleaning might be called for. After five to ten years, a chip seal might be required and this expense can be expected every five years thereafter. At 20 years, the road might need to be repaved. At 30 years, the road is scheduled for reconstruction.

Of much greater consequence than estimating the operating impact of undertaking new projects is the impact of NOT undertaking those critical projects. Every year, a larger percentage of county roads slip into disrepair and the county simply doesn't have the necessary revenue to keep up with crucial maintenance. The cost to reconstruct a road in the future is more than 10 times greater than the cost of providing preventive maintenance today. So the cost of not undertaking a \$10 million road improvement could be \$100 million.



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CLACKAMAS
C O U N T Y

| Project No. | Project Name | Current Phase(s) | Begin Construction | End Construction | Project Completion | Project Cost Estimate | Project Manager(s) |
|--|---|------------------|--------------------|------------------|--------------------|-----------------------|---------------------|
| 00059-DAMASCUS ROADS | | | | | | | |
| 22279 | 242nd / Borges Realignment | Design | Jun-20 | Nov-20 | Nov-20 | \$607,485 | Michael Ward |
| 22282 | Damascus Roads Tier 1 Safety: Damascus RSA Tier 1 Proj | Design | Jul-21 | Jun-22 | Jun-22 | \$390,493 | Carl Olson |
| 02040-ADA IMPROVEMENTS - TITLE VI | | | | | | | |
| 22238 | ADA Ramps Project #1: Oak Grove Blvd. | Construction | Jul-20 | Sep-20 | Sep-20 | \$760,404 | Joel Howie |
| 02050-CRF LOCAL PAVING | | | | | | | |
| 22301 | Contract Paving: Carus Road (MP 0-1.65) | Design | Apr-20 | Dec-20 | Dec-20 | \$371,500 | Maurice Hall |
| 22303 | Contract Paving: Ferguson Road | Design | Mar-20 | Dec-20 | Dec-20 | \$964,067 | Maurice Hall |
| 22308 | Contract Paving: Arista Area Package | | Jul-20 | Jun-22 | Jun-22 | \$620,438 | Maurice Hall |
| 22309 | Contract Paving: Thiessen Area Package | | Jul-21 | Jun-22 | Jun-22 | \$785,496 | Maurice Hall |
| 22310 | Contract Paving: Boyer / King Road Area Package | | May-22 | Oct-22 | Oct-22 | \$901,754 | Maurice Hall |
| 22311 | Contract Paving: McLoughlin Neighborhood Package | | May-22 | Oct-22 | Oct-22 | \$708,687 | Maurice Hall |
| 22314 | Contract Paving: Webster Area Package | | Apr-21 | Oct-21 | Oct-21 | \$801,322 | Maurice Hall |
| 02051-CRF STRATEGIC INVESTMENT FUND | | | | | | | |
| 22322 | 362 Paved Shoulders & Safety Improvements | | May-22 | Jun-23 | Jun-23 | \$1,622,430 | Robert Knorr |
| 22339 | DUUS RD / EAGLE CREEK ROAD INTERSECTION, RELO | | May-23 | Jun-24 | Jun-24 | \$955,000 | Joel Howie |
| 02052-CRF CONGESTION PROJECTS | | | | | | | |
| 22291 | Canby-Marquam Hwy at Lone Elder Rd Intersection Improve | Design | Jul-22 | Dec-22 | Dec-22 | \$650,122 | Robert Knorr |
| 22294 | Redland Rd Turn Lanes at Ferguson and Bradley | | Jul-22 | Dec-22 | Dec-22 | \$1,135,480 | Robert Knorr |
| 22296 | Barlow Rd at OR99E Intersection Study | Design | N/A | N/A | Dec-21 | \$1,000,000 | David Queener |
| 22297 | Stafford Rd (Pattulo Wy to Rosemont Rd) Improvements | Design | Jan-23 | Dec-24 | Dec-24 | \$10,059,580 | Jonathan Hangartner |
| 22299 | Johnson Creek Blvd (82nd Ave to ECM) Improvements | | Mar-25 | Jun-26 | Jun-26 | \$13,775,563 | Joel Howie |
| 22300 | Amisigger Rd at OR224 Intersection Improvements | Design | Feb-24 | Dec-24 | Dec-24 | \$3,140,000 | Michael Ward |
| 22345 | SE JOHNSON CREEK BLVD 79TH PL - 82ND AVE | | Mar-23 | Dec-23 | Dec-23 | \$2,485,420 | Jonathan Hangartner |
| 02053-CRF SAFETY PROJECTS | | | | | | | |
| 22320 | Johnson Creek Blvd @ Bell Ave Safety Improvements | Design | Feb-20 | Jun-21 | Jun-21 | \$87,477 | Bikram Raghubansh |
| 22321 | Johnson Creek Blvd. @ Linwood Ave. Safety Improvements | Design | Feb-20 | Dec-20 | Jun-21 | \$89,888 | Bikram Raghubansh |
| 22323 | 282nd & Haley Intersection Safety Improvements | Design | Mar-21 | Jun-21 | Jun-21 | \$27,249 | Christian Snuffin |
| 22325 | Bob Shumacher & Causey Rd Safety Improvements | Design | Feb-20 | Jun-21 | Jun-21 | \$89,933 | Bikram Raghubansh |
| 22338 | BLUFF/327TH INTERSECTION ENHANCEMENTS | | Jun-22 | Jun-23 | Jun-23 | \$180,317 | Christian Snuffin |
| 22340 | JOHNSON CREEK BLVD. AT 74TH SAFETY ENHANCME | | Apr-21 | Jun-21 | Jun-21 | \$12,860 | Christian Snuffin |
| 22341 | KING ROAD AT 66TH INTERSECTION SAFETY ENHANC | | May-21 | Jun-21 | Jun-21 | \$13,860 | Christian Snuffin |
| 02101-ROAD PROJECTS | | | | | | | |
| 22218 | Clackamas County Regional Freight ITS Project | Design | Oct-21 | Dec-22 | Dec-22 | \$2,173,447 | Bikram Raghubansh |
| 22252 | SE 90th Avenue Reconstruction | Design | Jul-20 | Jun-21 | Jun-21 | \$1,276,464 | Jonathan Hangartner |
| 22269 | 232nd Drive at MP 0.3 | Design | Oct-20 | Jun-21 | Jun-21 | \$763,362 | Michael Ward |
| 22270 | South End RD at MP 3.8 | Design | Mar-21 | Oct-22 | Oct-22 | \$4,588,470 | Joel Howie |
| 22274 | E Salmon river Road Preventative Maintenance | Design | Jul-20 | Oct-20 | Oct-20 | \$790,833 | Michael Ward |
| 22275 | Lolo Pass Rd Stabilization & Surface Preservation | Design | Jun-21 | Jun-22 | Jun-22 | \$4,052,403 | Michael Ward |
| 22286 | I-5/I-205 Interchange Corridor Management (ICM) | | N/A | N/A | Jun-22 | \$445,782 | Bikram Raghubansh |
| 22288 | Oatfield Road Fiber Communication | | Jan-21 | Jun-21 | Jun-21 | \$130,000 | Bikram Raghubansh |
| 22329 | Kellogg Creek Culvert Repair | | May-21 | Nov-21 | Nov-21 | \$265,000 | Michael Ward |
| 02102-BIKE/PED PROJECTS | | | | | | | |
| 22234 | Jennings Avenue (OR 99E to Oatfield Rd) Sidewalks | Design | Jun-22 | Dec-22 | Dec-22 | \$5,150,883 | Robert Knorr |

| Project No. | Project Name | Current Phase(s) | Begin Construction | End Construction | Project Completion | Project Cost Estimate | Project Manager(s) |
|-------------------------------------|---|------------------|--------------------|------------------|--------------------|-----------------------|--------------------------------|
| 02102-BIKE/PED PROJECTS | | | | | | | |
| 22239 | S Ivy Street Pedestrian Intersection Improvements | Design | Jun-22 | Aug-23 | Aug-23 | \$4,105,277 | Jonathan Hangartner |
| 22261 | Bilquist School Zone Flashers | Construction | Jan-20 | Dec-20 | Dec-20 | \$193,880 | Scott Hoelscher/Bikram Raghuba |
| 22289 | Fuller & Causey Crosswalk | Design | Jun-21 | Sep-21 | Sep-21 | \$185,588 | Michael Ward |
| 22335 | Courtney Ave Complete Street | | Feb-25 | Jun-26 | Jun-26 | \$5,761,420 | Robert Knorr |
| 02103-SAFETY PROJECTS | | | | | | | |
| 22149 | Wilsonville Rd and Edminston Rd Safety Project | Construction | Jul-20 | Jun-21 | Jun-21 | \$219,984 | Carl Olson |
| 22235 | Canby Ferry Bank Stabilitation & ITS | Design | Apr-21 | Dec-22 | Dec-22 | \$799,819 | Bikram Raghubansh |
| 22271 | ARTS Rural Systemic Safety Countermeasures | Design | Oct-20 | Jun-21 | Jun-21 | \$1,770,144 | Christian Snuffin |
| 22272 | Dryland Road Guardrail | Design | Sep-20 | Oct-20 | Oct-20 | \$207,762 | Michael Ward |
| 22273 | Duus Road Guardrail Project | Design | Apr-20 | Sep-20 | Sep-20 | \$164,808 | Michael Ward |
| 22285 | Rural Systemic Horizontal Align Signs | | Feb-21 | Jun-21 | Jun-21 | \$250,000 | Christian Snuffin |
| 02105-BRIDGE PROJECTS | | | | | | | |
| 22257 | Bear Creek (Canby Marquam Hwy) Bridge | Design | Jun-21 | Oct-22 | Oct-22 | \$2,313,800 | Joel Howie |
| 22276 | Woodcock Creek (Grimm Rd) Bridge Scour | | May-21 | Nov-23 | Nov-23 | \$813,859 | Devin Patterson |
| 22277 | Woodcock Creek (Wright Rd) Bridge Scour | Design | Jun-20 | Nov-22 | Nov-22 | \$528,588 | Devin Patterson |
| 22283 | Milk Creek (Bonney Rd) Bridge Scour | Design | Jun-21 | Nov-24 | Nov-24 | \$256,226 | Devin Patterson |
| 22284 | Badger Creek (Rugg Rd) Culvert | | Jun-22 | Nov-24 | Nov-24 | \$453,633 | Devin Patterson |
| 22330 | Clackamas River (Trolley Trail) Bridge Final Design | | N/A | N/A | Mar-23 | \$1,228,000 | Joel Howie |
| 02121-HB2017 PROGRAM COST | | | | | | | |
| 22280 | ADA Ramps: Sunnyside Rd. (132nd - 162nd) | Design | May-21 | Dec-21 | Dec-21 | \$2,093,005 | Joel Howie |
| 22292 | ADA Ramps: Sunnyside Rd. (122nd - 132nd) | Design | May-21 | Dec-21 | Dec-21 | \$778,437 | Joel Howie/Maurice Hall |
| 22302 | Contract Paving: Clackamas River Drive | Design | Apr-20 | Dec-20 | Dec-20 | \$2,239,097 | Maurice Hall |
| 22304 | Contract Paving: Lower Highland Package | Design | Apr-20 | Dec-20 | Dec-20 | \$1,275,130 | Maurice Hall |
| 22305 | Contract Paving: Upper Highland Road Package | Design | Apr-20 | Dec-20 | Dec-20 | \$3,199,431 | Maurice Hall |
| 22306 | Contract Paving: Kelso / Richey Road Package | Design | Jul-21 | Jun-22 | Jun-22 | \$3,505,133 | Maurice Hall |
| 22342 | CONTRACT PAVING: SUNNYSIDE RD. (122ND - 132ND) | | Jul-23 | Jun-25 | Jun-25 | \$1,913,696 | Maurice Hall |
| 22343 | CONTRACT PAVING: SUNNYSIDE RD. (132ND - 162ND) | | Jul-21 | Jun-23 | Jun-23 | \$3,461,287 | Maurice Hall |
| P2023 | Foster Rd. Paving Project (MP 0-0.21) | | Jul-20 | Dec-20 | Jun-21 | \$290,000 | Maurice Hall |
| 02123-HB2017 SAFETY PROJECTS | | | | | | | |
| 22254 | S Central Point Rd and S New Era Rd Intersection Realignm | Construction | Mar-21 | Dec-21 | Dec-21 | \$1,584,133 | Jonathan Hangartner |
| 22318 | Jennifer Rd & Evelyn Rd Safety Improvements | Design | Feb-20 | Jun-21 | Jun-21 | \$87,862 | Carl Olson |
| 22319 | 72nd & Luther Intersection Safety Improvements | | Mar-22 | Jun-22 | Jun-22 | \$26,860 | Christian Snuffin |
| 22324 | Sunnyside Rd at Sunnybrook Blvd Safety Improvements | Design | Feb-20 | Jun-21 | Jun-21 | \$60,564 | Carl Olson |
| 22326 | Beavercreek Rd & Henrici Rd Safety Improvements | Design | Feb-20 | Dec-20 | Dec-20 | \$50,469 | Carl Olson |
| 22327 | Stafford Rd Intersection Safety Improvements | | Mar-22 | Jun-23 | Jun-23 | \$380,000 | Christian Snuffin |
| 22328 | 122nd & Mather Intersection Control Feasibility Study | | N/A | N/A | Jun-21 | \$40,000 | Christian Snuffin |
| 22331 | Guardrail System Upgrades - Systemic | | Jul-20 | Jun-23 | Jun-23 | \$476,414 | Joseph Marek/Terry Abbott |
| 22332 | Recessed Reflectorized Pavement Markings | | Jul-20 | Jun-25 | Jun-25 | \$220,000 | Joseph Marek/Ryan Hixson |
| 22337 | Radar Sign Project | Design | Dec-20 | Jun-21 | Jun-21 | \$293,501 | Christian Snuffin |

Project Number: 22201
Project Name: East Barlow Trail Road - Permanent Restoration
Project Location: Mile Post 6.0
Map No:

Program: 02101-Road Projects
Project Manager(s): Joel Howie
Budgeted in Dept: 7433 - DTD Trans Maintenance
Current Status: SUBSTANTIALLY COMPLETE

Date of Last Revision: Feb-19

Project Description/Scope:

This is a non-capital required repair that was caused during a January 2011 flood event. The Sandy River over-topped its banks and damaged private property and Clackamas County Roads. Along East Barlow Trail Road, much of the riprap revetment placed after the 1964 flood at this location was washed away in the event leaving approximately 360 feet of the existing roadway vulnerable to erosion and damage in the next significant storm event.

The County will replace the washed away riprap revetment with Class 2000 riprap. The estimated length of the revetment is approximately 375 feet long and a total estimated quantity of 4,500 cubic yards.

Project Justification:

Repair roadway so it is not vulnerable to erosion and damage in the next significant storm event.

Impact on Operating Budget:

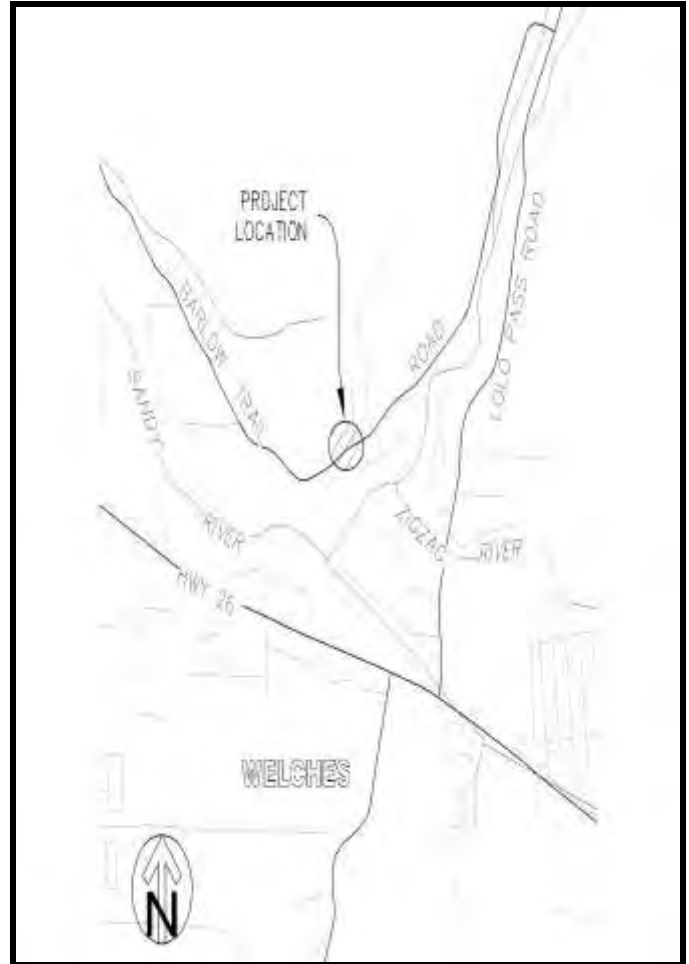
The Emergency Relief Program will provide 89.73% of the funding for this project with the remaining funds coming from the Road Fund.

Environmental Impacts:

Environmental permits were obtained for the project. Monitoring reporting of plant establishment is required for 4 years after completion of construction in fall of 2017.

Changes Since Last Plan:

Construction is complete, except for plant establishment.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Oct-11 | | Mar-16 |
| EndDate | | Mar-16 | | Oct-17 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Federal Emergency Relief Prog | \$36,931 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$36,931 |
| Federal Revenue | \$1,226,824 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,226,824 |
| Prior Year Revenue-Federal | \$82,400 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$82,400 |
| Refunds | \$1,803 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,803 |
| Reimbursements | \$985 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$985 |
| Road Fund + HB 2017 | \$179,842 | \$0 | \$2,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$182,342 |
| Total Project Revenues | \$1,528,785 | \$0 | \$2,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,531,285 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$182 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$182 |
| 2-Road Design | \$348,722 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$348,722 |
| 4 - Construction | \$3,536 | \$0 | \$2,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$6,036 |
| 4-Road Construction | \$1,011,968 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,011,968 |
| Total Project Expenditures | \$1,364,408 | \$0 | \$2,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,366,908 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22302
Project Name: Contract Paving: Clackamas River Drive
Project Location: Springwater Rd to M.P. 0.55
Map No:

Program: 02121-HB2017 PROGRAM COST
Project Manager(s): Maurice Hall
Budgeted in Dept: 7433 - DTD Trans Maintenance
Current Status: ACTIVE

Date of Last Revision:

Project Description/Scope:

Rural contract paving package on Clackamas River Drive. Will pave 4.96 miles of road from Springwater Road to mile post 0.55.



Project Justification:

Impact on Operating Budget:

This project is being funded through HB2017 + Road Fund.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.

Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jan-19 | | Apr-20 |
| EndDate | | Jan-20 | | Dec-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$78,931 | \$0 | \$1,875,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,953,931 |
| Total Project Revenues | \$78,931 | \$0 | \$1,875,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,953,931 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$98,132 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$98,132 |
| 4 - Construction | \$1,884 | \$0 | \$1,875,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,876,884 |
| Total Project Expenditures | \$100,016 | \$0 | \$1,875,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,975,016 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22304
Project Name: Contract Paving: Lower Highland Package
Project Location: Beavercreek Rd to Upper Highland Rd
Map No:

Program: 02121-HB2017 PROGRAM COST
Project Manager(s): Maurice Hall
Budgeted in Dept: 7433 - DTD Trans Maintenance
Current Status: ACTIVE

Date of Last Revision: Mar-20

Project Description/Scope:

Rural contract paving package on Lower Highland Road Road. Will pave 5.77 miles of road from Upper Highland Road to Beavercreek Road.



Project Justification:

Impact on Operating Budget:

This project is being funded through a combination of Community Road Fund and HB 2017/County Road fund.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.

Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jun-19 | | Apr-20 |
| EndDate | | Mar-20 | | Dec-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$28,170 | \$0 | \$1,371,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,399,170 |
| Total Project Revenues | \$28,170 | \$0 | \$1,371,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,399,170 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$42,018 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$42,018 |
| 4 - Construction | \$0 | \$0 | \$1,371,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,371,000 |
| Total Project Expenditures | \$42,018 | \$0 | \$1,371,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,413,018 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22305
Project Name: Contract Paving: Upper Highland Road Package
Project Location: Hwy 211 to Beaver Creek Road
Map No:

Program: 02121-HB2017 PROGRAM COST
Project Manager(s): Maurice Hall
Budgeted in Dept: 7433 - DTD Trans Maintenance
Current Status: ACTIVE

Date of Last Revision:

Project Description/Scope:

Rural contract paving package on Upper Highland Road. Will pave 8.23 miles of road from Highway 211 to Beaver Creek Road.

Project Justification:

Impact on Operating Budget:

This project is being funded through a combination of Rural Surface Transportation Program funding and HB 2017/County Road fund.

We will receive about \$2.4M from the Rural STP program to contribute to these project costs. The remaining funds will come from the HB2017 / County Road funds.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jul-19 | | Apr-20 |
| EndDate | | Apr-20 | | Dec-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate | |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|--------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | | |
| Revenues: | | | | | | | | | | |
| Road Fund + HB 2017 | \$67,846 | \$0 | \$946,293 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,014,139 |
| Surface Transportation Program | \$0 | \$0 | \$2,470,707 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,470,707 |
| Total Project Revenues | \$67,846 | \$0 | \$3,417,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,484,846 |
| Expenditures: | | | | | | | | | | |
| 2 - Design | \$88,867 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$88,867 |
| 4 - Construction | \$0 | \$0 | \$3,417,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,417,000 |
| Total Project Expenditures | \$88,867 | \$0 | \$3,417,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,505,867 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22306
Project Name: Contract Paving: Kelso / Richey Road Package
Project Location: Multiple - see below.
Map No:

Program: 02121-HB2017 PROGRAM COST
Project Manager(s): Maurice Hall
Budgeted in Dept: 7433 - DTD Trans Maintenance
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

Rural contract paving package in the Kelso / Richey Road area. Will pave 3.64 miles of road, made up of:

- Kelso Rd from Richey Rd to Hwy 26.
- Richey Rd from Kelso Rd to Hwy 212.

Project Justification:

Impact on Operating Budget:

This project is being funded through HB 2017/County Road fund.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Jan-20 | | Jul-21 |
| EndDate | | Jun-21 | | Jun-22 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$352,200 | \$2,868,718 | \$0 | \$0 | \$0 | \$0 | \$3,220,918 |
| Total Project Revenues | \$0 | \$0 | \$352,200 | \$2,868,718 | \$0 | \$0 | \$0 | \$0 | \$3,220,918 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$75,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$75,000 |
| 4 - Construction | \$0 | \$0 | \$277,200 | \$2,868,718 | \$0 | \$0 | \$0 | \$0 | \$3,145,918 |
| Total Project Expenditures | \$0 | \$0 | \$352,200 | \$2,868,718 | \$0 | \$0 | \$0 | \$0 | \$3,220,918 |

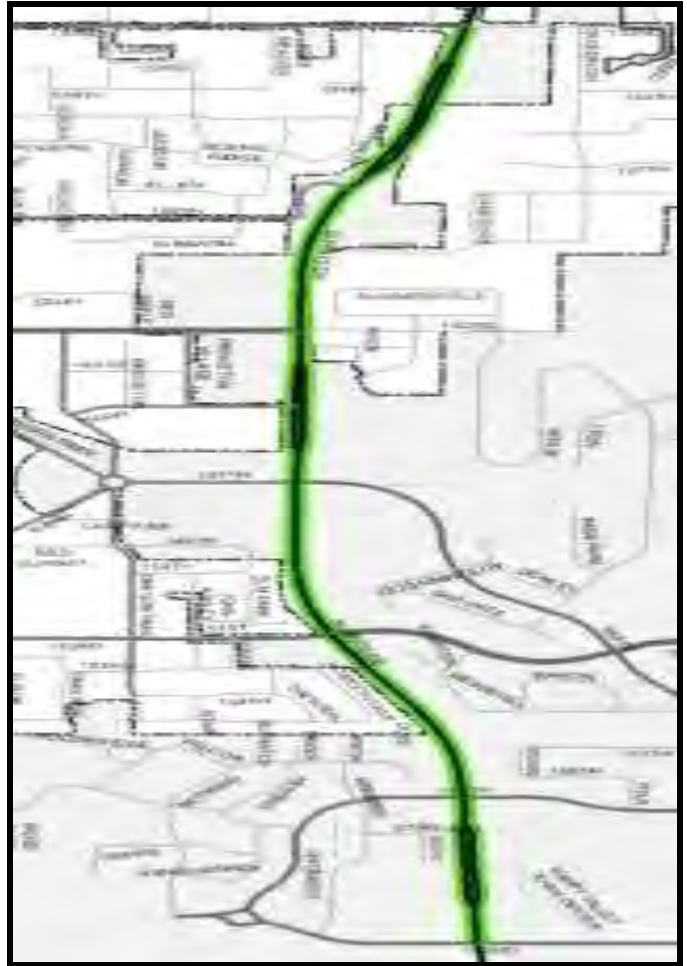
**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: P2022
Project Name: Contract Paving: Sunnyside Rd. (132nd - 162nd)
Project Location: Sunnyside Rd. between 132nd and 162nd
Map No:

Program: 02121-HB2017 PROGRAM COST
Project Manager(s): Maurice Hall
Budgeted in Dept: 7433 - DTD Trans Maintenance
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:
Pave Sunnyside Road from 132nd to 162nd.



Project Justification:

Impact on Operating Budget:
This project is being funded through HB2017 + Road Fund.

Environmental Impacts:
None.

Changes Since Last Plan:
New project.

| Project Schedule: | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate | | Jul-20 | | Jul-21 |
| EndDate | | Jun-21 | | Jun-23 |

| Project Budget: <i>Actuals recorded thru 4.28.2020</i> | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|--------------------|------------|------------|------------|------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$250,000 | \$386,250 | \$2,825,037 | \$0 | \$0 | \$0 | \$3,461,287 |
| Total Project Revenues | \$0 | \$0 | \$250,000 | \$386,250 | \$2,825,037 | \$0 | \$0 | \$0 | \$3,461,287 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$250,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$250,000 |
| 4 - Construction | \$0 | \$0 | \$0 | \$386,250 | \$2,825,037 | \$0 | \$0 | \$0 | \$3,211,287 |
| Total Project Expenditures | \$0 | \$0 | \$250,000 | \$386,250 | \$2,825,037 | \$0 | \$0 | \$0 | \$3,461,287 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22149
Project Name: Wilsonville Rd and Edminston Rd Safety Project
Project Location: Wilsonville Rd @ Edminston Intersection
Map No: 258

Program: 02103-Safety Projects
Project Manager(s): Carl Olson
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

Improve intersection safety at the intersection of SW Wilsonville Road at SW Edminston Rd using rural Intelligent Technology System (ITS) with proven crash reduction factors. The scope of this project is to install curve speed (advisory) warning system on SW Wilsonville Rd approaching the intersection of SE Edminston Rd. Also install LED interior illuminated "LOOK FOR TRAFFIC" warning sign from Edminston traffic entering SW Wilsonville Rd. These rural ITS technology will be connected via hardwire power connection and will be able to access remotely via wireless communication system.

Project Justification:

The intersection of Wilsonville Rd at Edminston Rd has been on County top SPIS site in past years. Sight distance at the intersection is not adequate. Since most of the intersection crashes are related to excessive speeds around the curve, the proposed ITS solution is expected to reduce speeds around the corner and possibly reduce angle crashes.

Impact on Operating Budget:

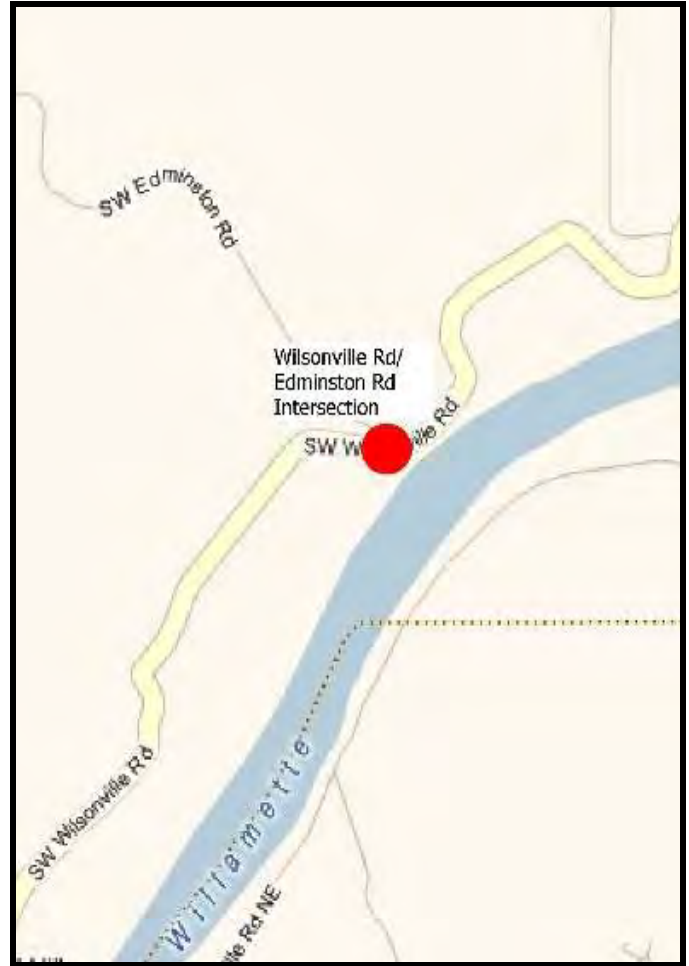
County Road Funds are committed to this project.

Environmental Impacts:

None identified at this time.

Changes Since Last Plan:

Consultant design completed. Working on bid package for project advertisement. Construction likely to continue until 20/21 FY. Updated Construction End date and added 20/21 estimates..



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | Apr-06 | Dec-18 | | Jul-20 |
| EndDate | Oct-07 | Oct-19 | | Dec-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$44,304 | \$0 | \$125,400 | \$0 | \$0 | \$0 | \$0 | \$0 | \$169,704 |
| Total Project Revenues | \$44,304 | \$0 | \$125,400 | \$0 | \$0 | \$0 | \$0 | \$0 | \$169,704 |
| Expenditures: | | | | | | | | | |
| 1 - Planning | \$7,685 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$7,685 |
| 2 - Design | \$37,769 | \$0 | \$75,400 | \$0 | \$0 | \$0 | \$0 | \$0 | \$113,169 |
| 3 - Right of Way Purchase | \$530 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$530 |
| 4 - Construction | \$0 | \$0 | \$50,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$50,000 |
| Total Project Expenditures | \$45,984 | \$0 | \$125,400 | \$0 | \$0 | \$0 | \$0 | \$0 | \$171,384 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22261
Project Name: Bilquist School Zone Flashers
Project Location: SE Webster Rd and SE Clackamas Rd.
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): Scott Hoelscher/Bikram Raghubans
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

The scope of this project will replace the existing school zone signage at Bilquist Elementary with new hardwired flashing school zone beacons. Five signs will be installed: two on SE Clackamas Road and three on SE Webster Road.

Project Justification:

The following steps were followed to select the Bilquist Elementary project for funding - initial project identification based on completed SRTS Action Plans in the County (an Action Plan for Bilquist Elementary was completed in 2017); project screening by DTD Staff to identify projects within the operating budget; project scoring based on five criteria and review by the Pedestrian-Bikeway Advisory Committee (PBAC). The Bilquist School zone flashers project was the highest scoring project based on the review criteria and was the project recommended by the PBAC. The project will provide an important safety benefit around a school in the North Clackamas School District that actively participates in Safe Routes to School activities and programs.

Impact on Operating Budget:

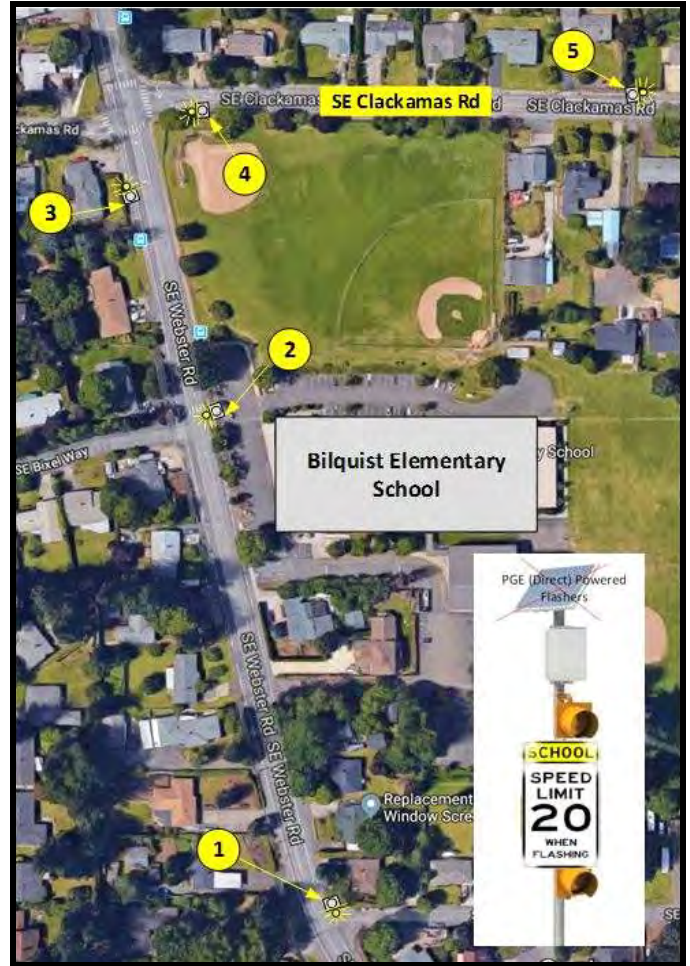
To support the County's on-going Safe Routes to School (SRTS) program, the Department of Transportation and Development (DTD) will set aside new HB2017 funds from ped/bike 1% requirement. The remaining funding will be supplemented by the road fund. Routine annual maintenance will be required for school schedule programming and equipment inspection. With annual power service and electrical support, operating cost is expected to be around \$2,500 per year.

Environmental Impacts:

None identified at this time. The project consists of installation of school zone signage which is not expect to create any environmental impacts.

Changes Since Last Plan:

Design phase is complete. Project will be bid for construction in January 2020. Need to allow approx. 9 months for construction. This will extend construction phase to end of 2020.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| Start Date | | Feb-18 | | Jan-20 |
| End Date | | Dec-19 | | Dec-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate | |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | | |
| Revenues: | | | | | | | | | | |
| Road Fund + HB 2017 | \$33,122 | \$0 | \$72,574 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$105,696 |
| Total Project Revenues | \$33,122 | \$0 | \$72,574 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$105,696 |
| Expenditures: | | | | | | | | | | |
| 2 - Design | \$39,362 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$39,362 |
| 4 - Construction | \$1,849 | \$0 | \$72,574 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$74,423 |
| Total Project Expenditures | \$41,210 | \$0 | \$72,574 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$113,784 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22271
Project Name: ARTS Rural Systemic Safety Countermeasures
Project Location: County-wide
Map No:

Program: 02103-Safety Projects
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

Systemic Horizontal Alignment Signs
 Design and install updated horizontal alignment warning signs on approximately 110 miles on 22 rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards.

Systemic Rural Intersection
 Design and install various safety countermeasures to reduce crashes at 78 rural intersections, following FHWA guidance, that includes doubled-up, oversized advance warning signs, doubled-up STOP signs, retroreflective sheeting on sign posts, other countermeasures as appropriate.

This project includes development of plans, specs & estimate, and installation of all signs.

Project Justification:

The safety countermeasures included in this project are expected to result in measurable reductions in fatal and serious injury crashes on County rural roadways, which is consistent with the goal of the Transportation Safety Action Plan to eliminate serious injury and fatal crashes by 2035.
 * Updating horizontal warning signs is a proven safety countermeasure that is associated with a 16% reduction in road-departure crashes.
 * The planned intersection safety countermeasures are proven to reduce the number of intersection crashes by 20%-30%.

Impact on Operating Budget:

Per the IGA, Road Fund share is 7.78% match.

Environmental Impacts:

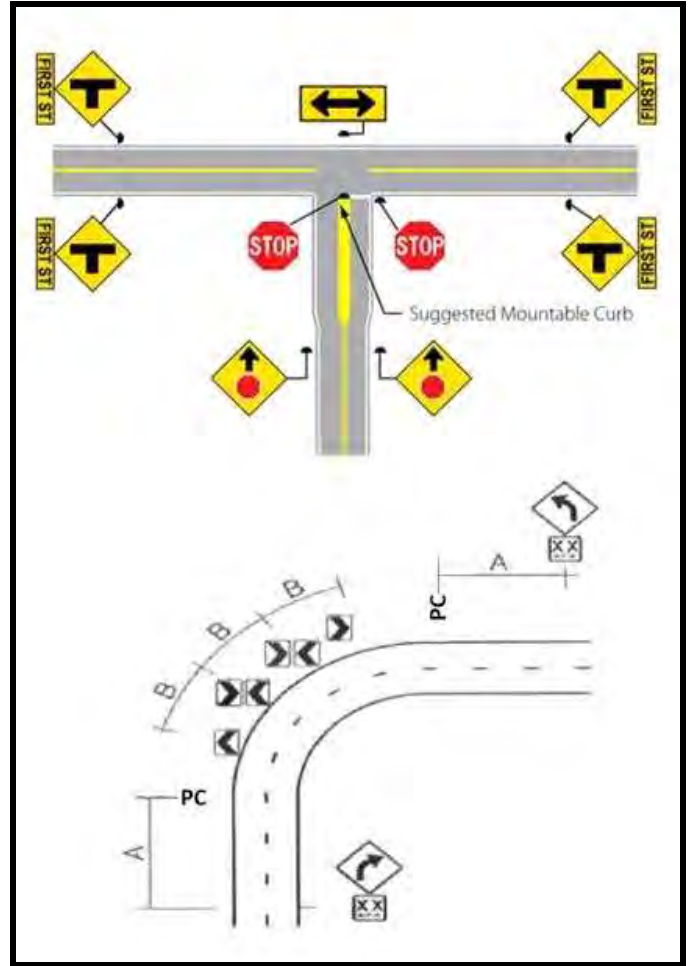
None identified. This project consists of sign installations which is not expected to have any environmental impacts.

Changes Since Last Plan:

Updated schedule and narrative

Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jan-19 | | Jul-20 |
| EndDate | | May-20 | | Jun-21 |



| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Federal Highway Admin Grant | \$0 | \$0 | \$1,246,583 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,246,583 |
| ODOT Federal Grants | \$264,024 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$264,024 |
| Road Fund + HB 2017 | \$22,511 | \$0 | \$105,166 | \$0 | \$0 | \$0 | \$0 | \$0 | \$127,677 |
| Total Project Revenues | \$286,535 | \$0 | \$1,351,749 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,638,284 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$461,314 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$461,314 |
| 4 - Construction | \$0 | \$0 | \$1,351,749 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,351,749 |
| Total Project Expenditures | \$461,314 | \$0 | \$1,351,749 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,813,063 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22272
Project Name: Dryland Road Guardrail
Project Location: Dryland Rd (51025) MP 5.2-MP 5.3
Map No: 4S1E34, 4S1E3

Program: 02103-Safety Projects
Project Manager(s): Michael Ward
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

This project will design and install guardrail and MASH-compliant end treatments on approximately 400 feet of Dryland Rd between MP 5.20 and MP 5.30. The project will also fund the acquisition of right of way as this road segment was originally constructed outside of the right of way.

Project Justification:

There is a slight horizontal reverse curve on Dryland Rd that begins immediately south of a crest of a vertical curve at MP 5.3. There have been two serious crashes at this location in July and November of 2018. Both crashes involved southbound vehicles traveling at high speeds and, in both cases, the vehicles left the roadway after failing to negotiate the horizontal curve. The two crashes resulted in three fatalities and one serious injury. The county installed post-mounted delineators and enhanced warning signs after the first crash. Guardrail along this segment will prevent future vehicles from leaving the roadway, and will reduce the severity of future lane-departure crashes on this segment.

Impact on Operating Budget:

Project anticipated to be constructed in late summer/early autumn of 2020. Funding allocated into FY 20/21 with additional staff time.

Environmental Impacts:

None identified. This project consists of guardrail installation which is not expected to have any environmental impacts.

Changes Since Last Plan:

No changes

Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jul-19 | Jan-20 | May-20 |
| EndDate | | Jun-20 | May-20 | Oct-20 |



| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$14,505 | \$0 | \$32,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$46,505 |
| Total Project Revenues | \$14,505 | \$0 | \$32,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$46,505 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$14,557 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$14,557 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4 - Construction | \$0 | \$0 | \$32,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$32,000 |
| Total Project Expenditures | \$14,557 | \$0 | \$32,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$46,557 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22285
Project Name: Rural Systemic Horizontal Align Signs
Project Location: County-wide
Map No:

Program: 02103-Safety Projects
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

Design and install updated horizontal alignment warning signs on approximately 110 miles on 22 rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards.

This project includes development of plans, specs & estimate, and installation of all signs.

Project Justification:

The safety countermeasures included in this project are expected to result in measurable reductions in fatal and serious injury crashes on County rural roadways, which is consistent with the goal of the Transportation Safety Action Plan to eliminate serious injury and fatal crashes by 2035.

* Updating horizontal warning signs is a proven safety countermeasure that is associated with a 16% reduction in road-departure crashes.

* The planned intersection safety countermeasures are proven to reduce the number of intersection crashes by 20%-30%.

Impact on Operating Budget:

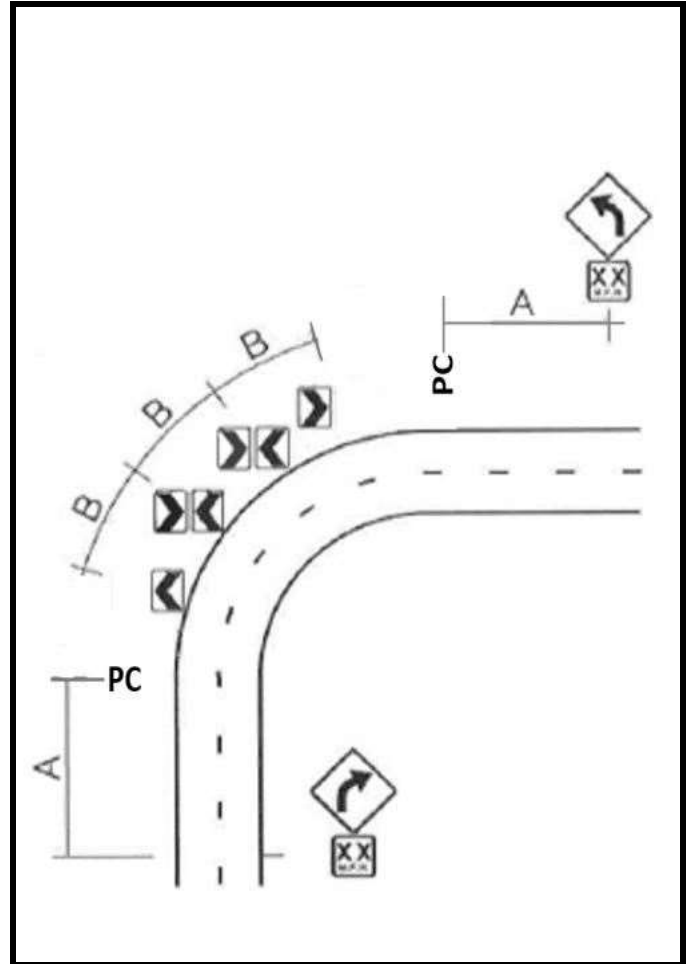
Road Funds will be used on this project.

Environmental Impacts:

None identified. This project consists of sign installations which is not expected to have any environmental impacts.

Changes Since Last Plan:

Updated Schedule



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Mar-20 | | Feb-21 |
| EndDate | | Dec-20 | | Jun-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$150,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$150,000 |
| Total Project Revenues | \$0 | \$0 | \$150,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$150,000 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$14,403 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$14,403 |
| 4 - Construction | \$0 | \$0 | \$150,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$150,000 |
| Total Project Expenditures | \$14,403 | \$0 | \$150,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$164,403 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22286
Project Name: I-5/I-205 Interchange Corridor Management (ICM)
Project Location: I-5 & I-205 (within Clackamas County boundary)
Map No:

Program: 02101-Road Projects
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

The proposed I-5/I-205 Integrated Corridor Management study corridor spans from City of Wilsonville city limits to Multnomah County line. This mobility corridor centers on I-5/I-205 starting from City of Wilsonville (Wilsonville Rd interchange) to edge of Clackamas County line (Johnson Creek Blvd interchange). The scope of this project will engage multiple stakeholders within the study area and come up with collection of operational strategies and advanced technologies to collaboratively manage transportation corridor as a multimodal system.

Project Justification:

ICM can improve corridor travel by integrating existing intelligent transportation system (ITS) devices and systems, including assets operated by different agencies, into a proactive solution designed to manage demand and capacity across all travel modes.

Impact on Operating Budget:

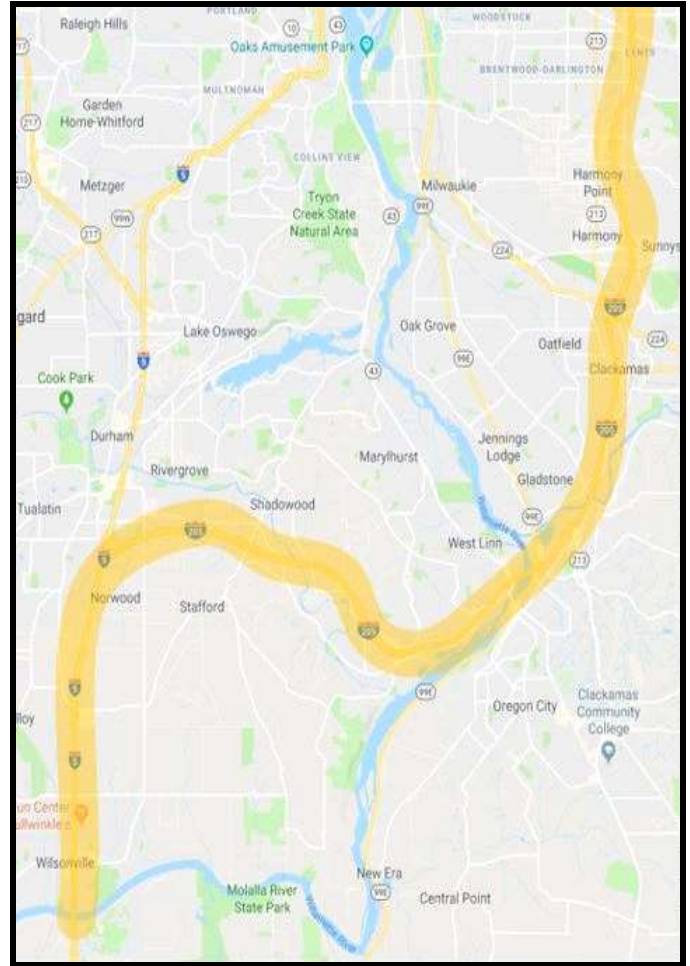
This is a planning phase project. Requires minimum local match of 10.27%. County is receiving \$400k of federal funding.

Environmental Impacts:

None.

Changes Since Last Plan:

No Change.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | Oct-19 | | | |
| EndDate | Dec-21 | | | |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$20,540 | \$16,432 | \$0 | \$0 | \$0 | \$0 | \$36,972 |
| Surface Transportation Program | \$0 | \$0 | \$224,460 | \$164,350 | \$0 | \$0 | \$0 | \$0 | \$388,810 |
| Total Project Revenues | \$0 | \$0 | \$245,000 | \$180,782 | \$0 | \$0 | \$0 | \$0 | \$425,782 |
| Expenditures: | | | | | | | | | |
| 1 - Planning | \$162 | \$0 | \$245,000 | \$180,782 | \$0 | \$0 | \$0 | \$0 | \$425,944 |
| Total Project Expenditures | \$162 | \$0 | \$245,000 | \$180,782 | \$0 | \$0 | \$0 | \$0 | \$425,944 |

Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26

Project Number: 22288
Project Name: Oatfield Road Fiber Communication
Project Location: Oatfield Rd
Map No:

Program: 02101-Road Projects
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

This project expands fiber optic communication to three (3) County owned traffic signals along SE Oatfield Rd. Connectivity to these traffic signals (a. Oak Grove, b. Thiessen, c. Jennings) will be via existing Clackamas County Broadband eXpress (CBX) backbone fiber.

Project Justification:

This project is identified in Clackamas County ITS Plan. Fiber connection to existing signals will allow County traffic engineering and signal maintenance staff to remotely monitor, troubleshoot, and retrieve performance measures of the signal system.

Impact on Operating Budget:

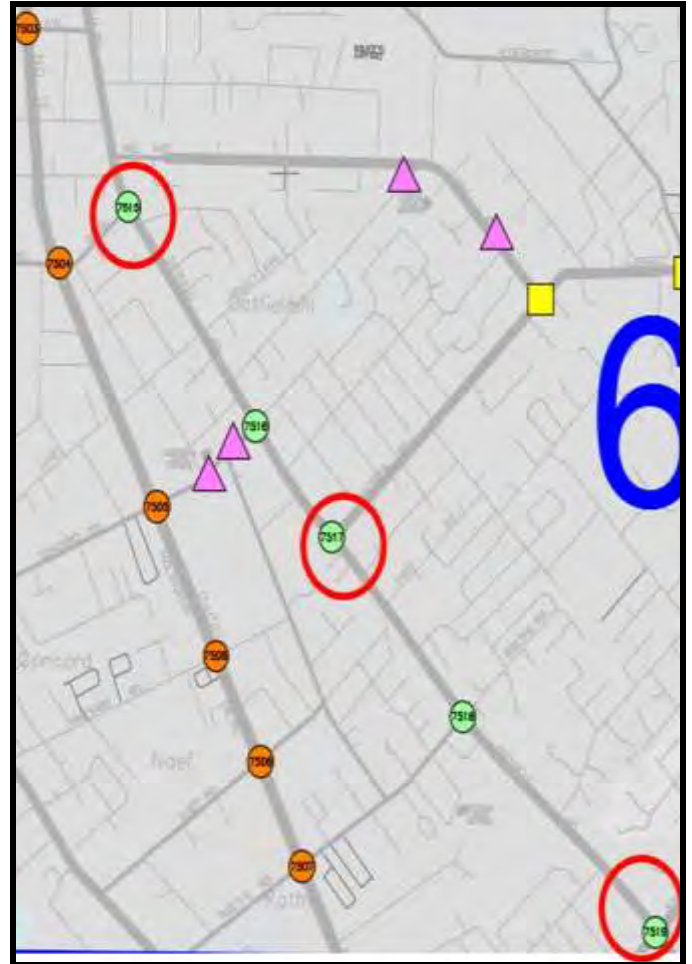
County DTD intends to use CBX group to deliver this project using design and build process. Estimate for CBX group to design and procure contract for fiber installation is approximately \$120,000. DTD staff cost during design and construction phase is estimated at \$10,000.

Environmental Impacts:

None.

Changes Since Last Plan:

Updated Schedule- due to PGE pole transfer delay, this project will likely be completed by end of 2020.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Jul-19 | | Mar-20 |
| EndDate | | Mar-20 | | Dec-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$128,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$128,500 |
| Total Project Revenues | \$0 | \$0 | \$128,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$128,500 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$8,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$8,500 |
| 4 - Construction | \$0 | \$0 | \$120,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$120,000 |
| Total Project Expenditures | \$0 | \$0 | \$128,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$128,500 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22318
Project Name: Jennifer Rd & Evelyn Rd Safety Improvements
Project Location: SE Jennifer St and SE Evelyn St
Map No:

Program: 02123-HB2017 SAFETY PROJECT
Project Manager(s): Carl Olson
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

This project is identified in the Clackamas County Road Fund Safety Project list. The scope of this project is address safety at the signalized intersection by implementing the following:

- A. Add 2" reflective backplate strip for all signal heads to make signal more visible,
- B. Improve dilemma zone protection for all approaches by adding special radar detection system,
- C. Add signal ahead warning signs with street name rider

Project Justification:

This project will help ensure safe and healthy communities by improving roadway safety with proposed crash reduction countermeasures.

Impact on Operating Budget:

Funded by County Road Fund.

Environmental Impacts:

None anticipated.

Changes Since Last Plan:

New project prospectus.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Jan-20 | | Feb-20 |
| EndDate | | Jun-20 | | Jun-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$20,971 | \$0 | \$0 | \$0 | \$0 | \$0 | \$20,971 |
| Total Project Revenues | \$0 | \$0 | \$20,971 | \$0 | \$0 | \$0 | \$0 | \$0 | \$20,971 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$323 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$323 |
| 4 - Construction | \$0 | \$0 | \$20,971 | \$0 | \$0 | \$0 | \$0 | \$0 | \$20,971 |
| Total Project Expenditures | \$323 | \$0 | \$20,971 | \$0 | \$0 | \$0 | \$0 | \$0 | \$21,294 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22324
Project Name: Sunnyside Rd at Sunnybrook Blvd Safety Improvements
Project Location: SE Sunnyside Rd and SE Sunnybrook Blvd
Map No:

Program: 02123-HB2017 SAFETY PROJECT
Project Manager(s): Carl Olson
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

The scope of this project is address safety at the signalized intersection by implementing the following:
 A. Add 2" reflective backplate strip for all signal heads to make signal more visible,
 B. Improve dilemma zone protection all approaches by adding special radar detection system,
 C. Add signal ahead signs with street names
 D: Improve communications to signals on Sunnybrook by connecting to nearby fiber communications

Project Justification:

This project will help ensure safe and healthy communities by improving roadway safety with proposed crash reduction countermeasures. Fiber communication with provide access to traffic signal performance measures

Impact on Operating Budget:

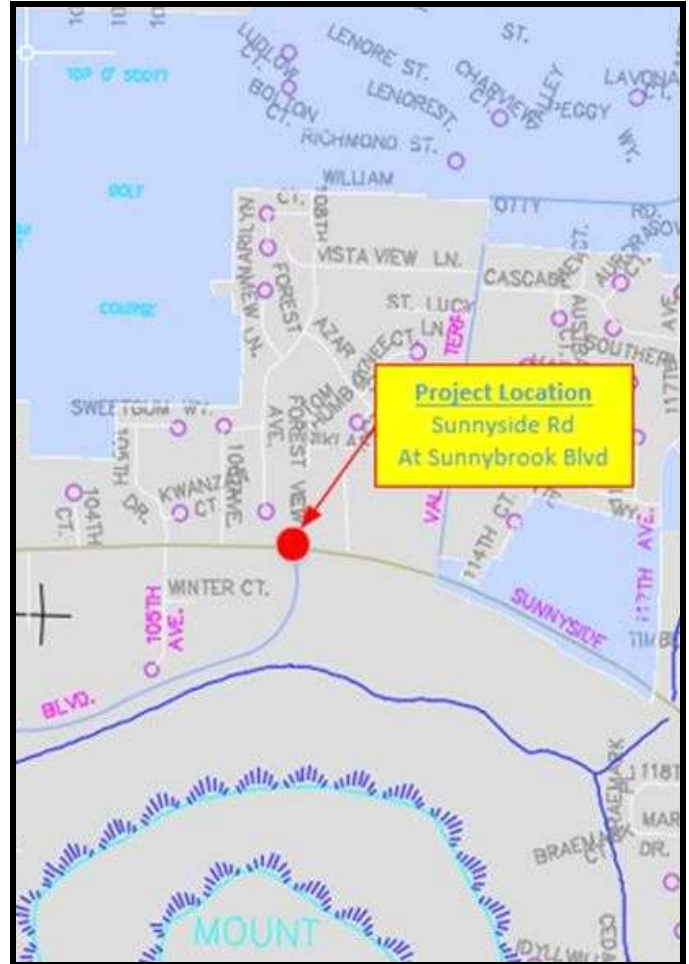
This project is being funded through HB2017 + Road Fund.

Environmental Impacts:

None anticipated

Changes Since Last Plan:

Added more to scope which increased price.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Jan-20 | | Feb-20 |
| EndDate | | Jun-20 | | Jun-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$16,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$16,000 |
| Total Project Revenues | \$0 | \$0 | \$16,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$16,000 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$566 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$566 |
| 4 - Construction | \$0 | \$0 | \$16,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$16,000 |
| Total Project Expenditures | \$566 | \$0 | \$16,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$16,566 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22331
Project Name: Guardrail System Upgrades - Systemic
Project Location: TBD
Map No:

Program: 02123-HB2017 SAFETY PROJECT
Project Manager(s): Joseph Marek/Terry Abbott
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

Upgrade roadside guardrail to meet current ODOT and MASH standards. Plan to develop a priority list of guardrail upgrade needs and complete a few projects each year. For FY20-21, the plan is to have the Bridge Shop complete two upgrade projects in-house and track time/money expenditures to determine whether completion in-house or via contract is most efficient. Next two years are shown assuming that the work is contracted.

Project Justification:

Reduction of fatal and injury crashes is a core goal of the County and upgrading guardrail to current crash performance standards helps with this goal.

Impact on Operating Budget:

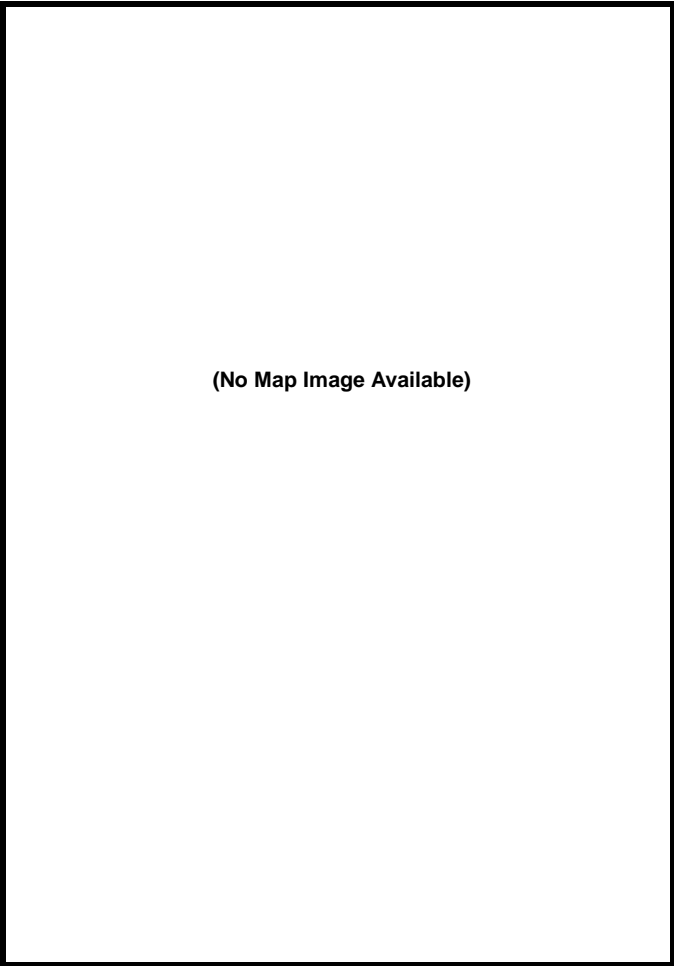
There is not a significant increase to the operating budget once the updated systems are installed. The crash system will need to be maintained if damaged and delineation, if used, needs to be cleaned and kept visible.

Environmental Impacts:

None anticipated.

Changes Since Last Plan:

Updated schedule and budget



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jul-20 | | Jul-20 |
| EndDate | | Jun-23 | | Jun-23 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|-----------------|------------------|------------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$60,000 | \$82,400 | \$84,872 | \$136,591 | \$112,551 | \$0 | \$476,414 |
| Total Project Revenues | \$0 | \$0 | \$60,000 | \$82,400 | \$84,872 | \$136,591 | \$112,551 | \$0 | \$476,414 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$5,000 | \$19,000 | \$19,872 | \$30,000 | \$27,000 | \$0 | \$100,872 |
| 4 - Construction | \$0 | \$0 | \$55,000 | \$63,400 | \$65,000 | \$106,591 | \$85,551 | \$0 | \$375,542 |
| Total Project Expenditures | \$0 | \$0 | \$60,000 | \$82,400 | \$84,872 | \$136,591 | \$112,551 | \$0 | \$476,414 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22332
Project Name: Recessed Reflectorized Pavement Markings
Project Location: Rural area - see list below.
Map No:

Program: 02123-HB2017 SAFETY PROJECT
Project Manager(s): Joseph Marek/Ryan Hixson
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

Installation of recessed reflectorized centerline buttons on about 40 miles of Major Arterial roads that are not scheduled to be paved in the next 5 years.

Roads include:

- Arndt from Airport to Arndt (1.55mi)
- Arndt from Arndt to Barlow (0.4 mi)
- Barlow from Knights Bridge to Hwy 211 (8.9mi)
- Canby-Marquam from Canby city limits to Hwy 211 (6.7mi)
- Springwater Road from Hwy 224 to Hayden Rd(10.4 mi)
- Hayden Rd from Springwater to Hwy 211 (1.2 mi)
- Amsigger from Hwy 225 to Kelso Rd (2.4mi), Richey fro
- Amsigger to Hwy 212 (0.8), Wilsonville Rd (4.5mi)

Project Justification:

Recessed reflectorized pavements markings help guide drivers at night contributing to reductions in roadway departure crashes. This works towards achieving the BCC and MFR goal of eliminating fatal and serious injury crashes by 2035.

Impact on Operating Budget:

Using recessed buttons eliminates removal during snowplow operations so there is minimal impact on the operating budget once installed.

Environmental Impacts:

None anticipated.

Changes Since Last Plan:

Updated scheudle and estimates



| Project Schedule: | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate | | Jul-20 | | Jul-20 |
| EndDate | | Jun-25 | | Jun-25 |

| Project Budget: <i>Actuals recorded thru 4.28.2020</i> | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|-----------------|-----------------|-----------------|------------|------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$60,000 | \$50,000 | \$40,000 | \$35,000 | \$35,000 | \$0 | \$220,000 |
| Total Project Revenues | \$0 | \$0 | \$60,000 | \$50,000 | \$40,000 | \$35,000 | \$35,000 | \$0 | \$220,000 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$12,000 | \$8,000 | \$6,000 | \$5,000 | \$5,000 | \$0 | \$36,000 |
| 4 - Construction | \$0 | \$0 | \$48,000 | \$42,000 | \$34,000 | \$30,000 | \$30,000 | \$0 | \$184,000 |
| Total Project Expenditures | \$0 | \$0 | \$60,000 | \$50,000 | \$40,000 | \$35,000 | \$35,000 | \$0 | \$220,000 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22337
Project Name: Radar Sign Project
Project Location: SW Stafford Rd and SE 282nd Ave
Map No:

Program: 02123-HB2017 SAFETY PROJECT
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

Project consists of design and construction of four radar speed feedback signs at the following approximate locations (sign locations will be determined during project development/design):

- SW Stafford Rd south of SW Schatz Rd, facing southbound traffic
- SW Stafford Rd south of SW Schatz Rd, facing northbound traffic
- SE 282nd Ave north of OR 212, facing southbound traffic
- SE 282nd Ave north of OR 212, facing northbound traffic

Project Justification:

Radar speed feedback signs have measurable impact on vehicle speeds. The radar signs are expected to result in lower speeds on Stafford Rd and 282nd Ave, which will reduce the frequency and severity of vehicle crashes on these high-crash corridors.

Impact on Operating Budget:

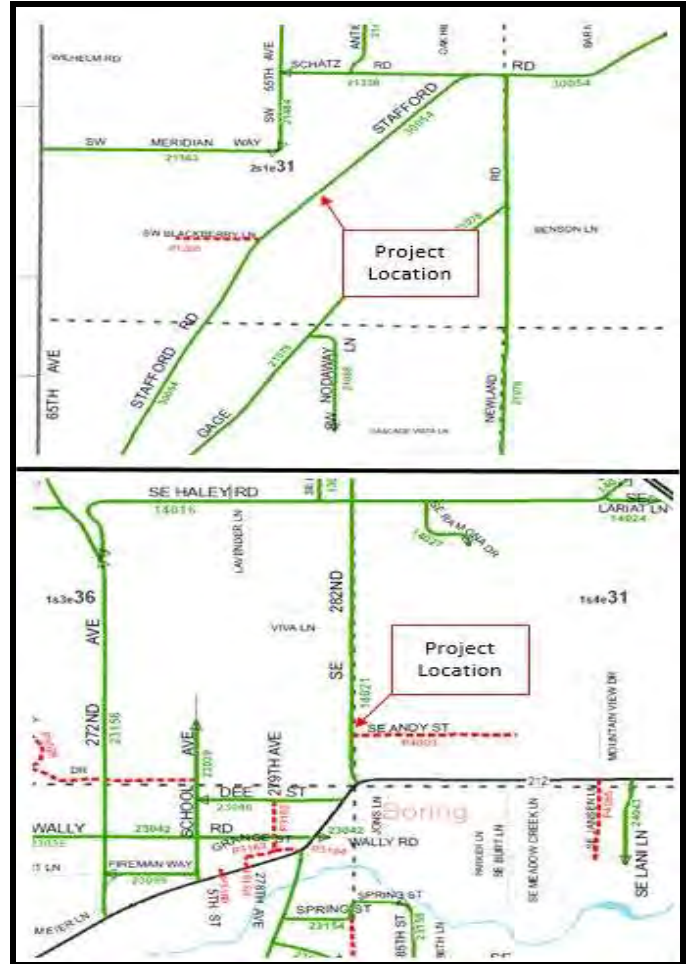
This project is funded by HB2017

Environmental Impacts:

No environmental impact.

Changes Since Last Plan:

Updated budget and schedule to add New Era Rd Radar signs



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Apr-20 | | Dec-20 |
| EndDate | | Sep-20 | | Jun-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$270,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$270,000 |
| Total Project Revenues | \$0 | \$0 | \$270,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$270,000 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$2,866 | \$0 | \$22,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$25,366 |
| 4 - Construction | \$0 | \$0 | \$247,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$247,500 |
| Total Project Expenditures | \$2,866 | \$0 | \$270,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$272,866 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22279
Project Name: 242nd / Borges Realignment
Project Location: SE 242nd Ave and SE Borges Rd
Map No:

Program: 00059-DAMASCUS ROADS
Project Manager(s): Michael Ward
Budgeted in Dept: 7435 - Damascus Roads
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

This project will realign and/or regrade the intersection.

Project Justification:

The intersection has a number of crashes, which may be correlated with the skewed degree of the intersection and the limited sight distance.

Impact on Operating Budget:

Damascus Road Fund

Environmental Impacts:

Limited environmental impacts are expected. No permits are expected to be required.

Changes Since Last Plan:

Murray Smith is generating two options to improve the intersection: 1) sign and striping 2) changing of grade.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Sep-19 | Jan-20 | Jun-20 |
| EndDate | | Apr-20 | Jun-20 | Nov-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$7,036 | \$0 | \$440,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$447,036 |
| Total Project Revenues | \$7,036 | \$0 | \$440,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$447,036 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$85,329 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$85,329 |
| 3 - Right of Way Purchase | \$3,216 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,216 |
| 4 - Construction | \$0 | \$0 | \$440,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$440,000 |
| Total Project Expenditures | \$88,545 | \$0 | \$440,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$528,545 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22282
Project Name: Damascus Roads Tier 1 Safety: Damascus RSA Tier 1 Projects
Project Location: SE 222nd Ave & SE 242nd Ave
Map No:

Program: 00059-DAMASCUS ROADS
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7435 - Damascus Roads
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

This project will design and install safety countermeasures as recommended in the 222nd/242nd Road Safety Audit, and will consist of: (1) updated horizontal alignment warning signs; (2) basic safety upgrades at the following intersections on 222nd: OR 212, Hoffmeister Rd, Bohna Park Rd, Tillstrom Rd, and Borges Rd; and at the following intersections on 242nd: Hoffmeister Rd, Bohna Park Rd, Tillstrom Rd, Sunshine Valley Rd, and Borges Rd; (3) recessed raised pavement markers on 222nd and 242nd; (4) rumble strips on 222nd and 242nd.

On approximately 30 miles of rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards.

This project includes development of plans, specs & estimate, and installation of all signs.

Project Justification:

The safety countermeasures included in this project are expected to result in measurable reductions in fatal and serious injury crashes, which is consistent with the goal of the Transportation Safety Action Plan to eliminate serious injury and fatal crashes by 2035.

Crash reduction factors for each countermeasure are listed below:
 Update horizontal warning signs: 16% crash reduction (road departure crashes)
 Basic intersection upgrades: 20%-30% crash reduction (all crash types)

Impact on Operating Budget:

This project will be funded by Damascus Road funds.

Environmental Impacts:

None identified.

Changes Since Last Plan:

Updated schedule



| Project Schedule: | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate | | Jul-19 | | Jul-20 |
| EndDate | | Jun-20 | | Jun-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$320,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$320,000 |
| Total Project Revenues | \$0 | \$0 | \$320,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$320,000 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$8,749 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$8,749 |
| 4 - Construction | \$0 | \$0 | \$320,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$320,000 |
| Total Project Expenditures | \$8,749 | \$0 | \$320,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$328,749 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22291
Project Name: Canby-Marquam Hwy at Lone Elder Rd Intersection Improvement
Project Location: Canby-Marquam Hwy at Lone Elder Rd
Map No: 113

Program: 02052-CRF CONGESTION PROJE
Project Manager(s): Robert Knorr
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

The intersection of Canby-Marquam Hwy and Lone Elder Rd is a T-intersection that is stop-controlled on Lone Elder Rd and uncontrolled along Canby-Marquam Hwy. The project will reconstruct the intersection and add a northbound left-turn lane.

Project Justification:

Canby-Marquam Hwy experiences congestion in the northbound direction in large part because of vehicles waiting to turn left onto Lone Elder Rd. This will improve the service and safety of the intersection.

Impact on Operating Budget:

Community Road Funds and Transportation System Development Charge (TSDC) are required for this project. Project is eligible for TSDC funding at 30.77%.

This project is TSDC eligible at 31%.

Environmental Impacts:

Limited environmental impacts are expected. Environmental permit requirements will be determined during design.

Changes Since Last Plan:

Updated schedule.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate | | Feb-20 | Aug-20 | Jul-21 |
| EndDate | | Mar-21 | Mar-21 | Dec-21 |

| Project Budget: <i>Actuals recorded thru 4.28.2020</i> | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$1,042 | \$0 | \$62,999 | \$261,905 | \$0 | \$0 | \$0 | \$0 | \$325,947 |
| Countywide SDCs | \$463 | \$0 | \$28,001 | \$116,407 | \$0 | \$0 | \$0 | \$0 | \$144,871 |
| Total Project Revenues | \$1,506 | \$0 | \$91,000 | \$378,312 | \$0 | \$0 | \$0 | \$0 | \$470,818 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$11,284 | \$0 | \$48,215 | \$0 | \$0 | \$0 | \$0 | \$0 | \$59,499 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$10,000 | \$10,000 | \$0 | \$0 | \$0 | \$0 | \$20,000 |
| 4 - Construction | \$0 | \$0 | \$32,785 | \$368,312 | \$0 | \$0 | \$0 | \$0 | \$401,097 |
| Total Project Expenditures | \$11,284 | \$0 | \$91,000 | \$378,312 | \$0 | \$0 | \$0 | \$0 | \$480,596 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22294
Project Name: Redland Rd Turn Lanes at Ferguson and Bradley
Project Location: Redland Rd at Ferguson and Bradley
Map No: 84

Program: 02052-CRF CONGESTION PROJE
Project Manager(s): Robert Knorr
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

Redland Rd is a two-lane road lacking left-turn lanes at Ferguson Rd and Bradley Rd. Adding left-turn lanes at Ferguson Rd and Bradley Rd will improve performance and safety of Redland Rd at these intersections.

Project Justification:

The project will add an eastbound left-turn lane and westbound left-turn lane at Bradley Rd and Ferguson Rd, respectively. This will improve the performance and safety of the intersections.

Impact on Operating Budget:

Community Road Funds are required for this project.

Environmental Impacts:

Limited environmental impacts are expected. Environmental permit requirements will be determined during design.

Changes Since Last Plan:

Updated schedule



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jan-20 | Dec-20 | Jul-22 |
| EndDate | | Mar-21 | Jul-21 | Dec-22 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$1,307 | \$0 | \$131,000 | \$25,000 | \$899,138 | \$0 | \$0 | \$0 | \$1,056,445 |
| Total Project Revenues | \$1,307 | \$0 | \$131,000 | \$25,000 | \$899,138 | \$0 | \$0 | \$0 | \$1,056,445 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$24,247 | \$0 | \$106,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$130,247 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$25,000 | \$25,000 | \$0 | \$0 | \$0 | \$0 | \$50,000 |
| 4 - Construction | \$0 | \$0 | \$0 | \$0 | \$899,138 | \$0 | \$0 | \$0 | \$899,138 |
| Total Project Expenditures | \$24,247 | \$0 | \$131,000 | \$25,000 | \$899,138 | \$0 | \$0 | \$0 | \$1,079,385 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22296
Project Name: Barlow Rd at OR99E Intersection Study
Project Location: Barlow Rd at OR99E
Map No: 102

Program: 02052-CRF CONGESTION PROJE
Project Manager(s): David Queener
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

This project will undertake initial scoping for adding dual left-turn lanes on southbound and northbound Barlow Rd and upgrading the signals and railroad crossing.

The scoping effort will provide valuable information to the county planning and scoping of future improvements to the intersection.

Project Justification:

The intersection of S Barlow Rd and OR99E (Pacific Hwy E) is a signalized intersection that experiences high volumes of vehicle traffic and also has a railroad crossing S Barlow Rd on the north leg. This intersection is located southwest of Canby. This intersection has a large skew and other geometric features that contribute to the current performance and safety of the intersection.

Impact on Operating Budget:

Community Road Funds are required for this project.

Environmental Impacts:

Limited environmental impacts are expected. Environmental permit requirements will be determined during scoping efforts.

Changes Since Last Plan:

No Changes



| | | | | |
|--------------------------|----------|--------|--------------|--------------|
| Project Schedule: | Planning | Design | Right of Way | Construction |
| StartDate | | Jan-20 | | |
| EndDate | | Dec-21 | | |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$500,000 | \$500,000 | \$0 | \$0 | \$0 | \$0 | \$1,000,000 |
| Total Project Revenues | \$0 | \$0 | \$500,000 | \$500,000 | \$0 | \$0 | \$0 | \$0 | \$1,000,000 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$500,000 | \$500,000 | \$0 | \$0 | \$0 | \$0 | \$1,000,000 |
| Total Project Expenditures | \$0 | \$0 | \$500,000 | \$500,000 | \$0 | \$0 | \$0 | \$0 | \$1,000,000 |

Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26

Project Number: 22297
Project Name: Stafford Rd (Pattulo Wy to Rosemont Rd) Improvements
Project Location: Stafford Rd from Pattulo Wy to Rosemont Rd
Map No: 52

Program: 02052-CRF CONGESTION PROJE
Project Manager(s): Jonathan Hangartner
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

SW Stafford Rd is a Major Arterial with high volumes of vehicle travel. The section between Pattulo Wy and Rosemont Rd lacks bike lanes and has unsignalized intersections at SW Childs Rd and SW Johnson Rd. These intersections experience congestion during peak traffic periods. Both intersections are unsignalized and have highly skewed intersection geometry.

Project Justification:

The project will add a traffic signal at the intersection of SW Childs Rd. Southbound and eastbound right-turn lanes and northbound and eastbound left-turn lanes will also be added, which will improve operations and safety at the SW Childs Rd intersection. The intersection will also be realigned to reduce or eliminate the intersection skew. A southbound left-turn lane will be added at SW Johnson Rd. SW Johnson Rd will also be realigned to reduce or eliminate the intersection skew.

Bike lanes will be added along SW Stafford Rd between Pattulo Wy and Rosemont Rd.

Impact on Operating Budget:

Community Road Funds and Transportation System Development Charge (TSDC) are required for this project.

- The Stafford Road / Childs Road Intersection improvements are TSDC eligible at 36%.
- The Stafford Road (Childs to Tualatin River) improvements, outside of the intersection above, are TSDC eligible at 35%.

Environmental Impacts:

Environmental permits may be required because of the project proximity to Pecan Creek. Environmental permit requirements will be determined during design.



Changes Since Last Plan:

Separated external and internal charges in expenses. No change in budget. Updated construction end date.

| Project Schedule: | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate | | Jul-20 | Jul-21 | Jan-23 |
| EndDate | | Jun-22 | Sep-22 | Dec-24 |

| Project Budget: <i>Actuals recorded thru 4.28.2020</i> | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|--------------------|--------------------|------------------|------------|------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$546,202 | \$856,077 | \$2,502,855 | \$2,197,255 | \$352,000 | \$0 | \$6,454,389 |
| Countywide SDCs | \$0 | \$0 | \$297,878 | \$465,503 | \$1,407,855 | \$1,235,955 | \$198,000 | \$0 | \$3,605,191 |
| Total Project Revenues | \$0 | \$0 | \$844,080 | \$1,321,580 | \$3,910,710 | \$3,433,210 | \$550,000 | \$0 | \$10,059,580 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$5,023 | \$0 | \$844,080 | \$844,080 | \$0 | \$0 | \$0 | \$0 | \$1,693,183 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$0 | \$477,500 | \$477,500 | \$0 | \$0 | \$0 | \$955,000 |
| 4 - Construction | \$0 | \$0 | \$0 | \$0 | \$3,433,210 | \$3,433,210 | \$550,000 | \$0 | \$7,416,420 |
| Total Project Expenditures | \$5,023 | \$0 | \$844,080 | \$1,321,580 | \$3,910,710 | \$3,433,210 | \$550,000 | \$0 | \$10,064,603 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22300
Project Name: Amisigger Rd at OR224 Intersection Improvements
Project Location: Amisigger Rd at OR224
Map No: 76

Program: 02052-CRF CONGESTION PROJE
Project Manager(s): Michael Ward
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

The intersection of SE Amisigger Rd and OR224 (Clackamas Hwy) is a T-intersection that experiences high volumes of traffic. SE Amisigger Rd is stop-controlled and OR224 is uncontrolled. The intersection is located east of Barton in a rural area.

The project will add southbound and eastbound left-turn lanes and westbound right-turn lane. A traffic signal will also be added to the intersection.

Project Justification:

Traffic attempting to turn east or west from SE Amisigger Rd onto OR224 experience long wait times during peak traffic periods. This project will improve operations and safety at the subject intersection.

Impact on Operating Budget:

Community Road Funds are required for this project.

Environmental Impacts:

Limited environmental impacts are expected. An ODOT environmental study will be required. Additional environmental permit requirements will be determined during design.

Changes Since Last Plan:

Updated narrative



| Project Schedule: | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate | | Jan-20 | Jul-22 | Feb-24 |
| EndDate | | Dec-23 | Dec-23 | Dec-24 |

| Project Budget: <i>Actuals recorded thru 4.28.2020</i> | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|--------------------|--------------------|------------|------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$431,000 | \$220,000 | \$105,000 | \$1,162,500 | \$1,162,500 | \$0 | \$3,081,000 |
| Total Project Revenues | \$0 | \$0 | \$431,000 | \$220,000 | \$105,000 | \$1,162,500 | \$1,162,500 | \$0 | \$3,081,000 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$4,007 | \$0 | \$431,000 | \$115,000 | \$0 | \$0 | \$0 | \$0 | \$550,007 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$0 | \$105,000 | \$105,000 | \$0 | \$0 | \$0 | \$210,000 |
| 4 - Construction | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,162,500 | \$1,162,500 | \$0 | \$2,325,000 |
| Total Project Expenditures | \$4,007 | \$0 | \$431,000 | \$220,000 | \$105,000 | \$1,162,500 | \$1,162,500 | \$0 | \$3,085,007 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22301
Project Name: Contract Paving: Carus Road (MP 0-1.65)
Project Location: Lower Highland Rd to Beaver Creek Rd
Map No:

Program: 02050-CRF LOCAL PAVING
Project Manager(s): Maurice Hall
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Mar-20

Project Description/Scope:

Rural contract paving package on Carus Road. Will pave 1.65 miles of local road section from Lower Highland Road to Beaver Creek Road.

Project Justification:

Impact on Operating Budget:

This project is being funded through the Community Road Fund.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jan-20 | | Apr-20 |
| EndDate | | Apr-20 | | Dec-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$6,911 | \$0 | \$340,380 | \$0 | \$0 | \$0 | \$0 | \$0 | \$347,291 |
| Road Fund + HB 2017 | \$6,228 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$6,228 |
| Total Project Revenues | \$13,139 | \$0 | \$340,380 | \$0 | \$0 | \$0 | \$0 | \$0 | \$353,519 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$16,640 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$16,640 |
| 4 - Construction | \$0 | \$0 | \$340,380 | \$0 | \$0 | \$0 | \$0 | \$0 | \$340,380 |
| Total Project Expenditures | \$16,640 | \$0 | \$340,380 | \$0 | \$0 | \$0 | \$0 | \$0 | \$357,020 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22303
Project Name: Contract Paving: Ferguson Road
Project Location: Beavercreek Rd to the end of County Maintenance
Map No:

Program: 02050-CRF LOCAL PAVING
Project Manager(s): Maurice Hall
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision:

Project Description/Scope:

Rural contract paving package on Ferguson Road. Will pave 2.39 miles of local road section from Beavercreek Road to the end of Clackamas County maintenance.

Project Justification:

Impact on Operating Budget:

This project is being funded through the Community Road Fund.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jan-20 | | Mar-20 |
| EndDate | | Apr-20 | | Dec-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$9,675 | \$0 | \$890,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$899,675 |
| Road Fund + HB 2017 | \$5,340 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$5,340 |
| Total Project Revenues | \$15,015 | \$0 | \$890,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$905,015 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$17,652 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$17,652 |
| 4 - Construction | \$0 | \$0 | \$890,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$890,000 |
| Total Project Expenditures | \$17,652 | \$0 | \$890,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$907,652 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22308
Project Name: Contract Paving: Arista Area Package
Project Location: Multiple - see below.
Map No:

Program: 02050-CRF LOCAL PAVING
Project Manager(s): Maurice Hall
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision:

Project Description/Scope:

Urban contract paving package in the Arista Drive area. Will pave 0.74 miles of local road, made up of:

- Lee Ave from Courtney Ave to the dead end at the fence.
- Arista Dr from Oak Grove Blvd to Maple St.
- Silversprings Rd from River Rd to the dead end.

Project Justification:

Impact on Operating Budget:

This project is being funded through the Community Road Fund.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Jul-20 | | Jul-20 |
| EndDate | | Jun-21 | | Jun-22 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$299,370 | \$276,438 | \$0 | \$0 | \$0 | \$0 | \$575,808 |
| Total Project Revenues | \$0 | \$0 | \$299,370 | \$276,438 | \$0 | \$0 | \$0 | \$0 | \$575,808 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$49,370 | \$0 | \$0 | \$0 | \$0 | \$0 | \$49,370 |
| 4 - Construction | \$0 | \$0 | \$250,000 | \$276,438 | \$0 | \$0 | \$0 | \$0 | \$526,438 |
| Total Project Expenditures | \$0 | \$0 | \$299,370 | \$276,438 | \$0 | \$0 | \$0 | \$0 | \$575,808 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22309
Project Name: Contract Paving: Thiessen Area Package
Project Location: Multiple - see below.
Map No:

Program: 02050-CRF LOCAL PAVING
Project Manager(s): Maurice Hall
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision:

Project Description/Scope:

Urban contract paving package in the Thiessen area. Will pave 1.41 miles of local road, made up of:

- El Centro Wy from Hill Rd to El Camino Wy.
- El Centro Ct from El Centro Wy to the culdesac.
- La Mesa Wy from Hill Rd to El Centro Wy.
- Sierra Vista Dr from Thiessen Rd to the culdesac.
- Harmon Ct from Thiessen Rd to the culdesac.
- Vista Ln from Thiessen Rd to the end of County maintenance.
- Anaconda Ct from Vista Ln to the culdesac.
- Bantam Ct from Vista Ln to the culdesac.
- Cornish Ct from Vista Ln to the culdesac.

Project Justification:

Impact on Operating Budget:

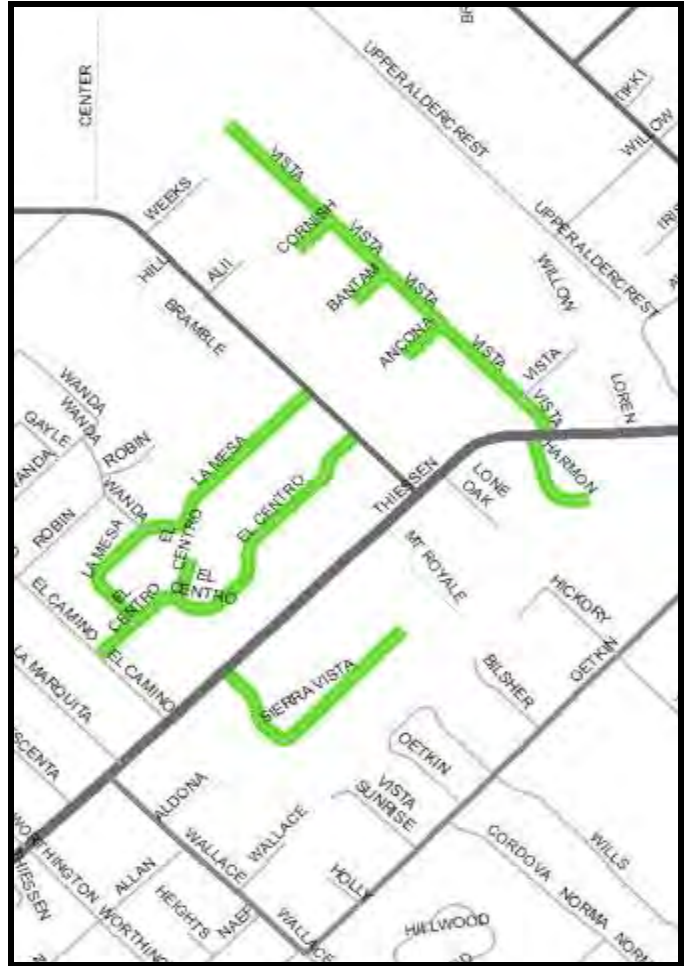
This project is being funded through the Community Road Fund.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Jul-20 | | Jul-21 |
| EndDate | | Jun-21 | | Jun-22 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$110,379 | \$601,496 | \$0 | \$0 | \$0 | \$0 | \$711,875 |
| Total Project Revenues | \$0 | \$0 | \$110,379 | \$601,496 | \$0 | \$0 | \$0 | \$0 | \$711,875 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$60,379 | \$0 | \$0 | \$0 | \$0 | \$0 | \$60,379 |
| 4 - Construction | \$0 | \$0 | \$50,000 | \$601,496 | \$0 | \$0 | \$0 | \$0 | \$651,496 |
| Total Project Expenditures | \$0 | \$0 | \$110,379 | \$601,496 | \$0 | \$0 | \$0 | \$0 | \$711,875 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22310
Project Name: Contract Paving: Boyer / King Road Area Package
Project Location: Mutiple -- see below.
Map No:

Program: 02050-CRF LOCAL PAVING
Project Manager(s): Maurice Hall
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision:

Project Description/Scope:

Urban contract paving package in the Boyer / King Road area. Will pave 0.94 miles of local road, made up of:

- Owen Dr from 85th to King Rd.
- King Rd from 82nd Ave to Owen Dr.
- King Rd from Owen Dr to Spencer Rd.
- Spencer Dr from the dead end to the other dead end.
- Owen Dr from King Rd to Owen Dr connection.
- Spencer Ct from Spencer Rd to Clackamas Community College (CCC).

Project Justification:

Impact on Operating Budget:

This project is being funded through the Community Road Fund.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jul-20 | | Jul-21 |
| EndDate | | Jun-22 | | Jun-23 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$35,000 | \$246,885 | \$619,869 | \$0 | \$0 | \$0 | \$901,754 |
| Total Project Revenues | \$0 | \$0 | \$35,000 | \$246,885 | \$619,869 | \$0 | \$0 | \$0 | \$901,754 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$35,000 | \$40,885 | \$0 | \$0 | \$0 | \$0 | \$75,885 |
| 4 - Construction | \$0 | \$0 | \$0 | \$206,000 | \$619,869 | \$0 | \$0 | \$0 | \$825,869 |
| Total Project Expenditures | \$0 | \$0 | \$35,000 | \$246,885 | \$619,869 | \$0 | \$0 | \$0 | \$901,754 |

Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26

Project Number: 22311
Project Name: Contract Paving: McLoughlin Neighborhood Package
Project Location: Multiple - see below.
Map No:

Program: 02050-CRF LOCAL PAVING
Project Manager(s): Maurice Hall
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision:

Project Description/Scope:

Urban contract paving package in the McLoughlin area. Will pave 1.32 miles of local road, made up of:

- Woodland Wy from Chestnut St to Chestnut St.
- Park Rd from Chestnut St to Pine Ln.
- Chestnut St from Hwy 99E to Woodland Wy.
- Laurel St from Park Entrance Rd to the dead end.
- Pine Ln from Woodland Wy to Bunnell Rd.
- Bunnell St from Park Entrance Rd to Chestnut St.
- Maple St from Hwy 99E to Bunnell St.
- Walnut St from Bunnell Rd to Woodland Wy.
- Park Entrance Rd from Rupert Dr to Bunnell St.

Project Justification:

Impact on Operating Budget:

This project is being funded through the Community Road Fund.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Jul-20 | | Jul-21 |
| EndDate | | Jun-21 | | Jun-23 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$28,559 | \$133,900 | \$546,228 | \$0 | \$0 | \$0 | \$708,687 |
| Total Project Revenues | \$0 | \$0 | \$28,559 | \$133,900 | \$546,228 | \$0 | \$0 | \$0 | \$708,687 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$28,559 | \$30,900 | \$0 | \$0 | \$0 | \$0 | \$59,459 |
| 4 - Construction | \$0 | \$0 | \$0 | \$103,000 | \$546,228 | \$0 | \$0 | \$0 | \$649,228 |
| Total Project Expenditures | \$0 | \$0 | \$28,559 | \$133,900 | \$546,228 | \$0 | \$0 | \$0 | \$708,687 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22314
Project Name: Contract Paving: Webster Area Package
Project Location: Various urban roads -- see list below.
Map No:

Program: 02050-CRF LOCAL PAVING
Project Manager(s): Maurice Hall
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision:

Project Description/Scope:

Urban contract paving package in the Webster Road area. Will pave 1.15 miles of local road, made up of:

- San Marcos Ave from Delrey Ave to Webster Rd.
- Antigua Ave from Delrey Ave to the culdesac.
- Cypress Ave from Delrey Ave to Webster Rd.
- Renada St from Webster Rd to Delrey Ave.
- Eldorado Ct from Delrey Ave to the culdesac.
- Delray Ave from Crypress Ave to Antigua Ave.
- Delray Ave from Cypress Ave to the dead end.
- Aldercrest Ct from Thiessen Rd to Kern Ct.
- Kern Ct from Aldercrest Ct to the culdesac.

Project Justification:

Impact on Operating Budget:

Community Road Fund local paving package.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Jan-21 | | Apr-21 |
| EndDate | | Jun-21 | | Jun-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$118,750 | \$499,371 | \$0 | \$0 | \$0 | \$0 | \$618,121 |
| Total Project Revenues | \$0 | \$0 | \$118,750 | \$499,371 | \$0 | \$0 | \$0 | \$0 | \$618,121 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$31,793 | \$0 | \$53,750 | \$0 | \$0 | \$0 | \$0 | \$0 | \$85,543 |
| 4 - Construction | \$0 | \$0 | \$65,000 | \$499,371 | \$0 | \$0 | \$0 | \$0 | \$564,371 |
| Total Project Expenditures | \$31,793 | \$0 | \$118,750 | \$499,371 | \$0 | \$0 | \$0 | \$0 | \$649,914 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22320
Project Name: Johnson Creek Blvd @ Bell Ave Safety Improvements
Project Location: SE Johnson Creek Blvd at SE Bell Ave
Map No:

Program: 02053-CRF SAFETY PROJECTS
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

This project is identified in the Clackamas County Community Road Fund Safety Project list. The scope of this project is to address safety at the signalized intersection by implementing the following:
A. Replace existing 5-section "dog-house" signal head with 4-section flashing arrow signal head.
B. Upgrade all existing 8" signal heads to 12" signal heads.
C. Add 2" reflective backplate strip for all signal heads to make signal more visible.
D. Add signal ahead signs with street name rider.

Project Justification:

This project will help ensure safe and healthy communities by improving roadway safety with proposed crash reduction countermeasures.

Impact on Operating Budget:

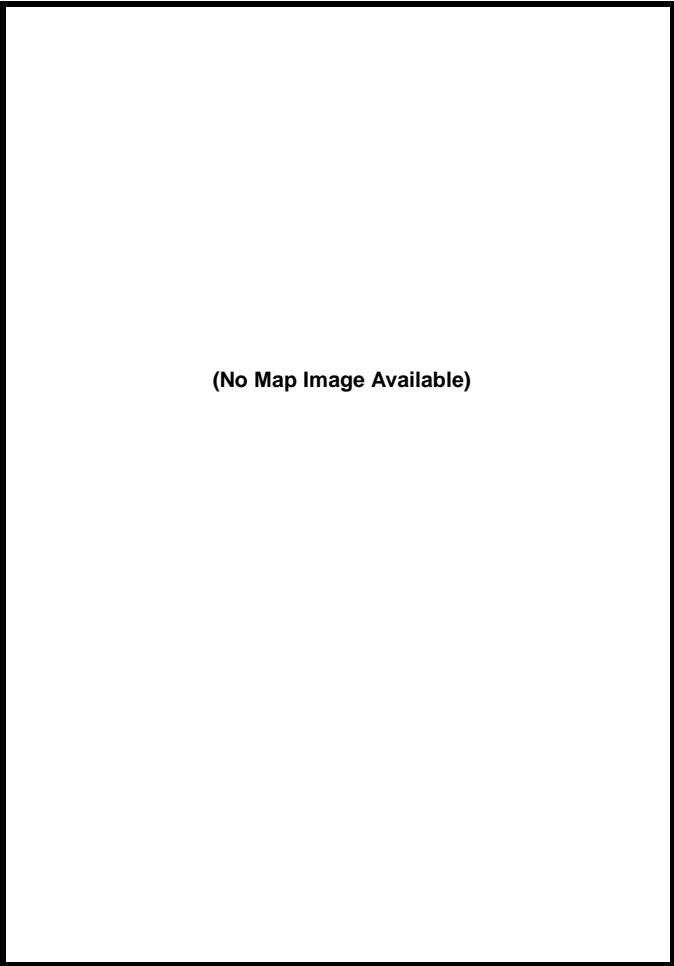
Total project will be funded by the Community Road Fund. Since all of the improvements will be designed and installed at various project phases, design and construction phases will overlap. All of the safety improvements will be designed in-house by engineering staff and installed by County signal maintenance crew.

Environmental Impacts:

None.

Changes Since Last Plan:

Updated narrative and schedule



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Mar-20 | | Mar-20 |
| EndDate | | Dec-20 | | Jun-21 |

| Project Budget: <i>Actuals recorded thru 4.28.2020</i> | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|---|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$68,404 | \$0 | \$0 | \$0 | \$0 | \$0 | \$68,404 |
| Total Project Revenues | \$0 | \$0 | \$68,404 | \$0 | \$0 | \$0 | \$0 | \$0 | \$68,404 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$162 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$162 |
| 4 - Construction | \$0 | \$0 | \$68,404 | \$0 | \$0 | \$0 | \$0 | \$0 | \$68,404 |
| Total Project Expenditures | \$162 | \$0 | \$68,404 | \$0 | \$0 | \$0 | \$0 | \$0 | \$68,566 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22321
Project Name: Johnson Creek Blvd. @ Linwood Ave. Safety Improvements
Project Location: SE Johnson Creek Blvd at SE Linwood Ave
Map No:

Program: 02053-CRF SAFETY PROJECTS
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

This project is identified in the Clackamas County Community Road Fund Safety Project list. The scope of this project is to address safety at the signalized intersection by implementing the following:
A. Add bike signal and bike detection.
B. Add 2" reflective backplate strip for all signal heads to make signal more visible.
C. Improve dilemma zone protection for major approaches by adding special radar detection system.
D. Add signal ahead signs with street name rider.
E. ADA improvements, if necessary.

Project Justification:

This project will help ensure safe and healthy communities by improving roadway safety with proposed crash reduction countermeasures. 2015-17 SPIS # 50.

Impact on Operating Budget:

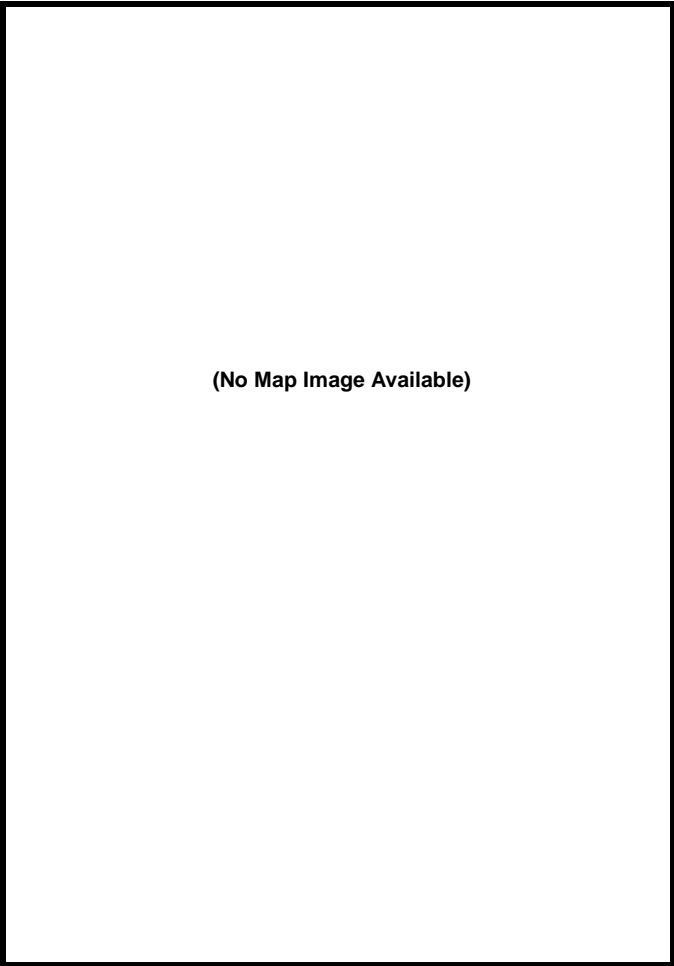
Total project estimate will be funded by the Community Road Fund.

Environmental Impacts:

If there is ADA sidewalk trigger, some minor erosion control work will be required.

Changes Since Last Plan:

New project prospectus.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jan-20 | | Jan-21 |
| EndDate | | Dec-20 | | Dec-22 |

| Project Budget: <i>Actuals recorded thru 4.28.2020</i> | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|---|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$65,000 | \$277,925 | \$0 | \$0 | \$0 | \$0 | \$342,925 |
| Total Project Revenues | \$0 | \$0 | \$65,000 | \$277,925 | \$0 | \$0 | \$0 | \$0 | \$342,925 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$162 | \$0 | \$55,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$55,162 |
| 4 - Construction | \$0 | \$0 | \$10,000 | \$277,925 | \$0 | \$0 | \$0 | \$0 | \$287,925 |
| Total Project Expenditures | \$162 | \$0 | \$65,000 | \$277,925 | \$0 | \$0 | \$0 | \$0 | \$343,087 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22322
Project Name: 362nd & Colorado Intersection Safety Improvements
Project Location: SE 362nd Ave and SE Colorado Rd
Map No:

Program: 02053-CRF SAFETY PROJECTS
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

This project will fund the investigation and evaluation of safety issues at the subject intersection, and it will identify low, to medium-cost improvements to reduce the number of crashes, and to reduce the severity of crashes when they occur. Project will fund implementation of some low-cost safety countermeasures.

Project Justification:

This intersection consistently ranks high on the County's SPIS list, indicating that there are a high number and severity of crashes. There are a number of low- to medium-cost safety countermeasures that are known to have measurable reductions in crashes.

Impact on Operating Budget:

This project will be funded by Community Road Fund dollars

Environmental Impacts:

None identified. This project consists of sign installations in County right of way, and modifications to the paved roadway surface, which are not expected to have any environmental impacts.

Changes Since Last Plan:

New project



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Jul-20 | | Mar-21 |
| EndDate | | Feb-21 | | Jun-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$12,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$12,860 |
| Total Project Revenues | \$0 | \$0 | \$12,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$12,860 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$4,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$4,000 |
| 4 - Construction | \$0 | \$0 | \$8,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$8,860 |
| Total Project Expenditures | \$0 | \$0 | \$12,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$12,860 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22323
Project Name: 282nd & Haley Intersection Safety Improvements
Project Location: SE 282nd Ave and SE Haley Rd
Map No:

Program: 02053-CRF SAFETY PROJECTS
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

This project will fund the investigation and evaluation of safety issues at the subject intersection, and it will identify low, to medium-cost improvements to reduce the number of crashes, and to reduce the severity of crashes when they occur. Project will fund implementation of some low-cost safety countermeasures.

Project Justification:

This intersection consistently ranks high on the County's SPIS list, indicating that there are a high number and severity of crashes. There are a number of low- to medium-cost safety countermeasures that are known to have measurable reductions in crashes.

Impact on Operating Budget:

This project will be funded by Community Road Fund dollars

Environmental Impacts:

None identified. This project consists of sign installations in County right of way, and modifications to the paved roadway surface, which are not expected to have any environmental impacts.

Changes Since Last Plan:

Updated schedule



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jul-20 | | Mar-21 |
| EndDate | | Feb-21 | | Jun-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$26,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$26,860 |
| Total Project Revenues | \$0 | \$0 | \$26,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$26,860 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$8,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$8,000 |
| 4 - Construction | \$0 | \$0 | \$18,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$18,860 |
| Total Project Expenditures | \$0 | \$0 | \$26,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$26,860 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22325
Project Name: Bob Shumacher & Causey Rd Safety Improvements
Project Location: SE Bob Schumacher Rd & SE Causey Ave
Map No:

Program: 02053-CRF SAFETY PROJECTS
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

This project is identified in the Clackamas County Community Road Fund Safety Project list. The scope of this project is to address safety at the signalized intersection by implementing the following:

- A. Convert southbound left turn from permissive-only phasing to protected-permitted left turn phasing by installing flashing yellow arrow signal.
- B. Add 2" reflective backplate strip for all signal heads to make signal more visible.
- C. Improve dilemma zone protection for major approaches by adding special radar detection system.
- D. Add signal ahead signs with street name rider.
- E. ADA improvements, if necessary.
- F. Fiber Communication upgrade

Project Justification:

This project will help ensure safe and health communities by improving roadway safety with proposed crash reduction countermeasures.

Impact on Operating Budget:

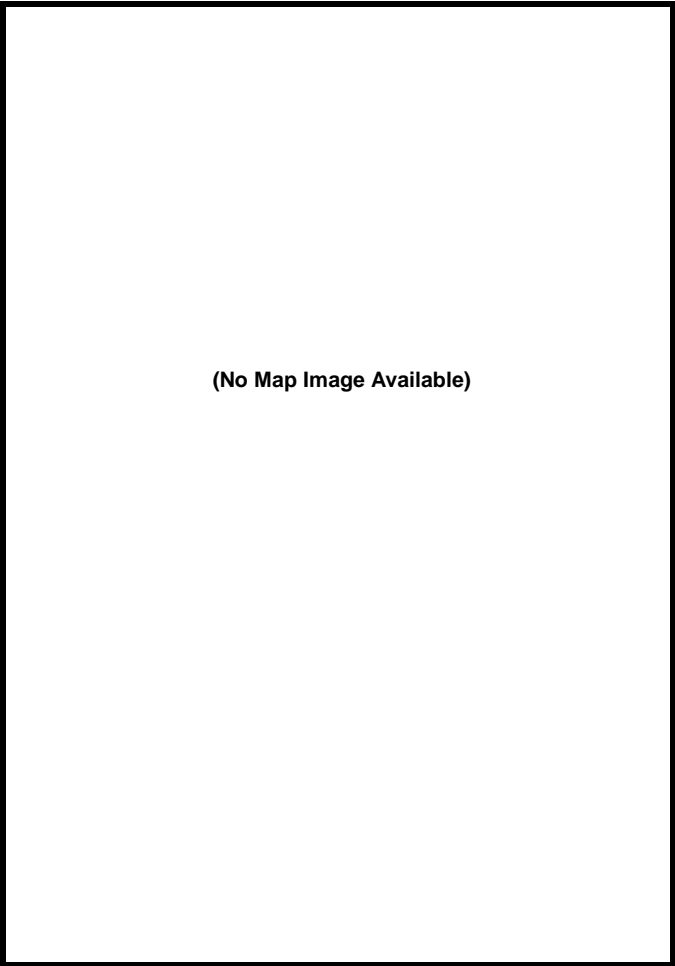
Total project estimates will be funded by the Community Road Fund. Since all of the improvements will be designed and installed at various project phases, design and construction phases will overlap. All of the safety improvements with the exception of ADA ramp improvements, will be designed in-house by engineering staff and installed by County signal maintenance crew.

Environmental Impacts:

If there is an ADA sidewalk trigger, some minor erosion control work will be required.

Changes Since Last Plan:

Updated narrative



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Mar-20 | | Mar-20 |
| EndDate | | Jun-21 | | Jun-21 |

| Project Budget: <i>Actuals recorded thru 4.28.2020</i> | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|---|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$112,508 | \$0 | \$0 | \$0 | \$0 | \$0 | \$112,508 |
| Total Project Revenues | \$0 | \$0 | \$112,508 | \$0 | \$0 | \$0 | \$0 | \$0 | \$112,508 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$647 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$647 |
| 4 - Construction | \$130 | \$0 | \$112,508 | \$0 | \$0 | \$0 | \$0 | \$0 | \$112,638 |
| Total Project Expenditures | \$777 | \$0 | \$112,508 | \$0 | \$0 | \$0 | \$0 | \$0 | \$113,285 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: S2020
Project Name: King Road at 66th Intersection Safety Enhancements
Project Location: King Road/66th Avenue
Map No:

Program: 02053-CRF SAFETY PROJECTS
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

Provide additional signs and pavement markings at intersection to improve safety.

Project Justification:

Improve safety at intersection.

Impact on Operating Budget:

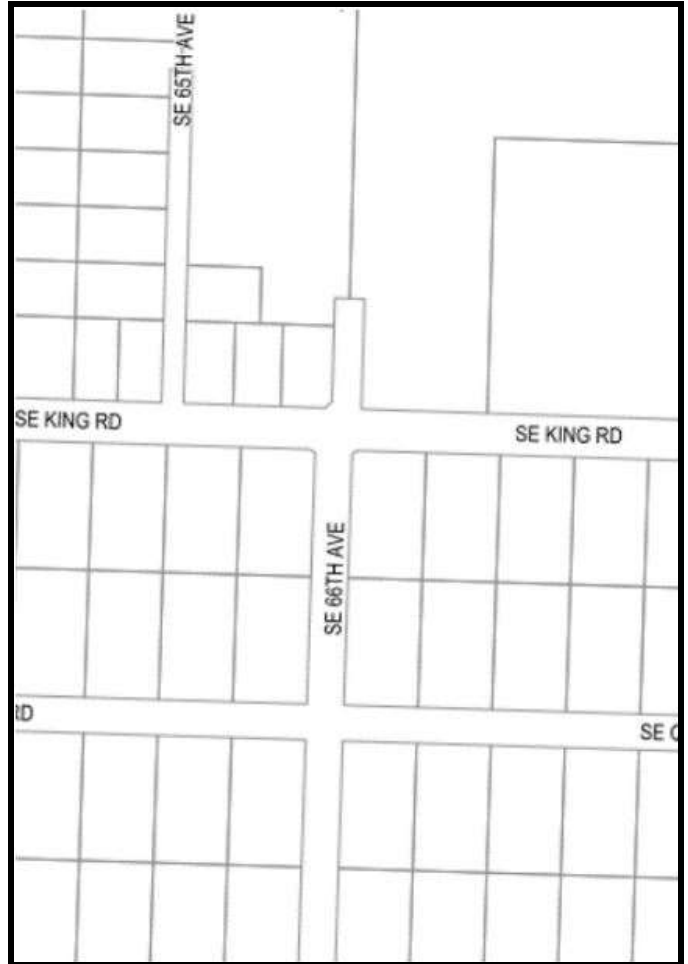
This project is funded with Community Road Fund revenues. Additional signs and/or traffic control devices require maintenance.

Environmental Impacts:

No negative impacts.

Changes Since Last Plan:

New project.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Sep-20 | | May-21 |
| EndDate | | May-21 | | Jun-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$13,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$13,860 |
| Total Project Revenues | \$0 | \$0 | \$13,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$13,860 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$4,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$4,000 |
| 4 - Construction | \$0 | \$0 | \$9,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$9,860 |
| Total Project Expenditures | \$0 | \$0 | \$13,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$13,860 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: S2022
Project Name: Johnson Creek Blvd. at 74th Safety Enhancements
Project Location: Johnson Creek Blvd. at 74th Avenue
Map No: 12E29

Program: 02053-CRF SAFETY PROJECTS
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

Provide safety enhancements at intersection using pavement markings, signs and delineation

Project Justification:

This project will provide low cost safety improvements to this intersection and help to reduce crashes.

Impact on Operating Budget:

New signing and/or pavement markings will require maintenance.

Environmental Impacts:

No negative impacts anticipated

Changes Since Last Plan:

New project.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Dec-20 | | Apr-21 |
| EndDate | | Apr-21 | | Jun-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$12,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$12,860 |
| Total Project Revenues | \$0 | \$0 | \$12,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$12,860 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$4,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$4,000 |
| 4 - Construction | \$0 | \$0 | \$8,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$8,860 |
| Total Project Expenditures | \$0 | \$0 | \$12,860 | \$0 | \$0 | \$0 | \$0 | \$0 | \$12,860 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: SIF02
Project Name: 362nd Paved Shoulders
Project Location: Skogan to OR 211
Map No:

Program: 02051-CRF STRATEGIC INVESTM
Project Manager(s): Joel Howie
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

Paved shoulders are needed from Skogan to OR211 near Sandy. This is 362nd Ave near the Skogan curve and the 362nd/Deming intersection. The existing shoulders are very narrow and steep resulting in a safety concern if vehicles veer off the roadway.

Project Justification:

Adding shoulders to this section of 362nd will result in a safer roadway for all users of the roadway, especially vehicles and bicyclists.

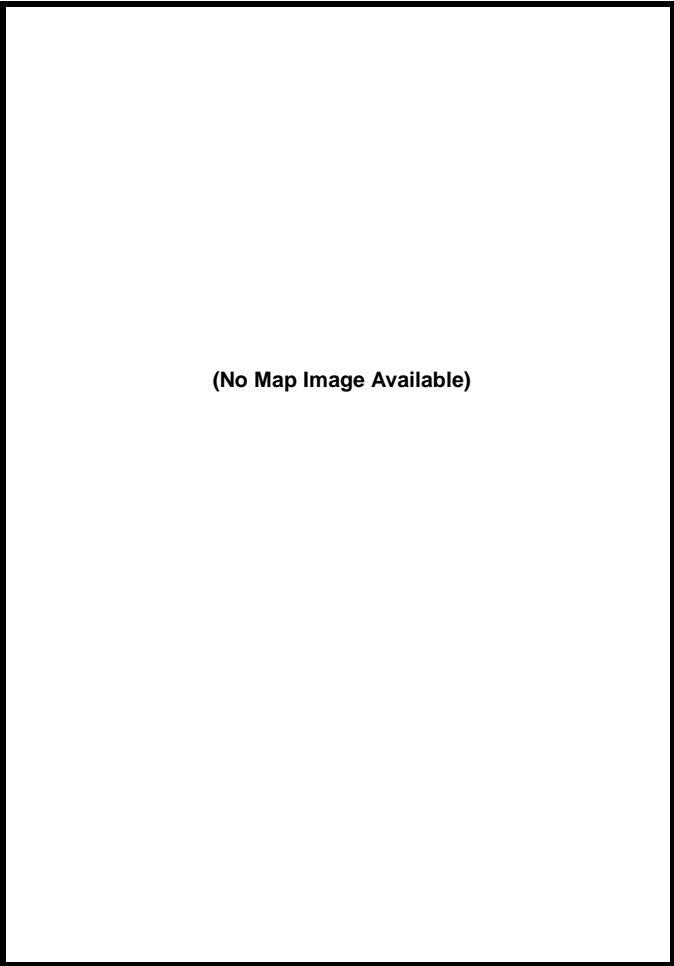
Impact on Operating Budget:

The project will be funded through the Strategic Investment Fund established by the Community Road Fund matched by System Development Charges (SDCs). The road is 29.4% SDC eligible.

Environmental Impacts:

Environmental impacts will be investigated, including wetlands, with a wider project footprint. If needed, environmental permits will be applied for and obtained in the design phase.

Changes Since Last Plan:



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Dec-20 | | May-22 |
| EndDate | | Mar-22 | | Jun-23 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Road Fund (CRF) | \$0 | \$0 | \$125,000 | \$103,000 | \$664,384 | \$0 | \$0 | \$0 | \$892,384 |
| Countywide SDCs | \$0 | \$0 | \$52,053 | \$42,893 | \$276,670 | \$0 | \$0 | \$0 | \$371,616 |
| Total Project Revenues | \$0 | \$0 | \$177,053 | \$145,893 | \$941,054 | \$0 | \$0 | \$0 | \$1,264,000 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$177,053 | \$30,000 | \$0 | \$0 | \$0 | \$0 | \$207,053 |
| 4 - Construction | \$0 | \$0 | \$0 | \$115,893 | \$941,054 | \$0 | \$0 | \$0 | \$1,056,947 |
| Total Project Expenditures | \$0 | \$0 | \$177,053 | \$145,893 | \$941,054 | \$0 | \$0 | \$0 | \$1,264,000 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22144
Project Name: Salmon River (Elk Park Road) Bridge
Project Location: Elk Park Road
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Stanley Monte
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

This HBRR project will replace the existing one-lane bridge with a new two-lane bridge. The County has executed an IGA with ODOT under the Highway Bridge Replacement and Rehabilitation program guidelines.

Project Justification:

The bridge was selected for replacement under the Highway Bridge Replacement and Rehabilitation (HBRR) program due to structural deficiencies.

Impact on Operating Budget:

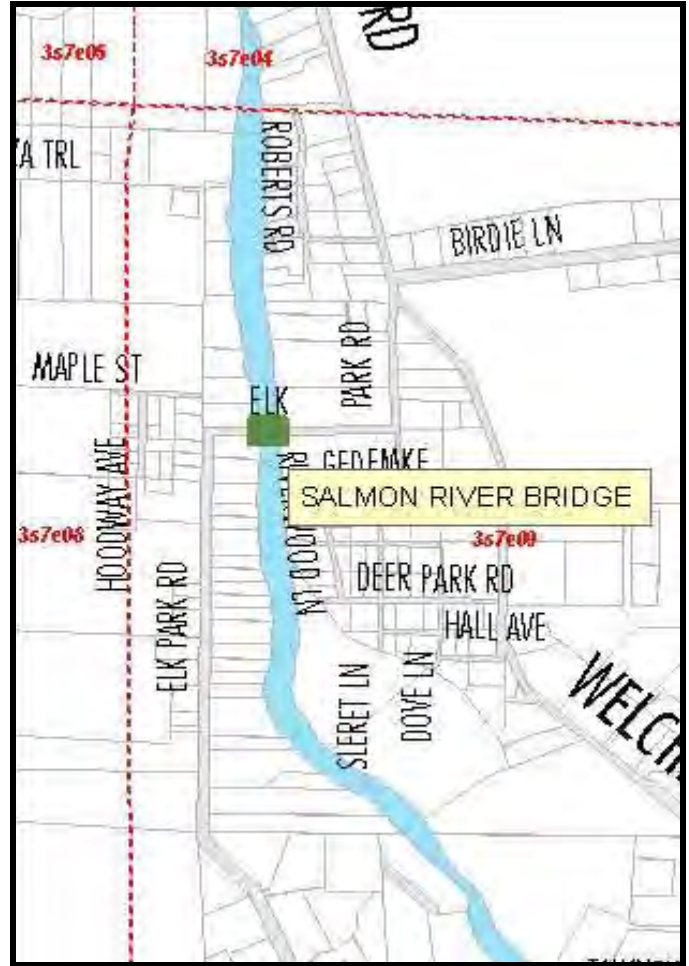
County Road Funds are committed to this project to serve as match for the Highway Bridge Replacement & Rehabilitation (HBRR) Grant. Under this program, the project has potential to qualify and receive approximately \$3,762,000.00

Environmental Impacts:

A DSL/Corp 404 permit is required for the project. Also, environmental clearance is required from Federal Highway Administration (FHWA).

Changes Since Last Plan:

Bridge opened in August 2019, due to weather issues final planting will be completed in spring 2020. Updated schedule and estimates.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Mar-10 | Jul-11 | Jun-17 |
| EndDate | | Jul-17 | Mar-17 | Apr-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Fund Bal At End Of Prior Yr | \$42,328 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$42,328 |
| Hwy Bridge Replacement & Rehab | \$3,364,523 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,364,523 |
| I/F Transfer From Fund 416 | \$61,409 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$61,409 |
| Other Reimbursements | \$30,400 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$30,400 |
| Prior Year Revenue-Federal | \$286,577 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$286,577 |
| Road Fund + HB 2017 | \$693,259 | \$0 | \$5,000 | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$699,259 |
| Total Project Revenues | \$4,478,496 | \$0 | \$5,000 | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$4,484,496 |
| Expenditures: | | | | | | | | | |
| 1 - Planning | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 2 - Design | \$840,273 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$840,273 |
| 3 - Right of Way Purchase | \$120,607 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$120,607 |
| 4 - Construction | \$3,250,279 | \$0 | \$5,000 | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$3,256,279 |
| I/F Transfer To Fund 215 | \$61,409 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$61,409 |
| Total Project Expenditures | \$4,272,568 | \$0 | \$5,000 | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$4,278,568 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22218
Project Name: Clackamas County Regional Freight ITS Project
Project Location: County Wide (UGB Area)
Map No:

Program: 02101-Road Projects
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

This project will be completed in a two part process. It includes the creation of a Freight ITS Plan for the County and all of its Cities in Phase 1 and project implementation of the plan in Phase 2. The Phase 2 construction projects are expected to be focused on Freight ITS Improvements in the following freight corridors/employment areas:

- 1) OR 224 (Milwaukie Expressway);
- 2) OR 212/224 Clackamas Highway;
- 3) 82nd Drive between the Gladstone Interchange and OR 213;
- 4) The City of Wilsonville; and
- 5) Other areas identified in the planning process.

Project Justification:

The purpose of the project is to improve the reliability of the regional freight system by reducing freight vehicle delay in known congested areas. The project would accomplish this by planning and implementing freight ITS improvements specifically focused on providing truck priority enhancements to the ITS operations.

Impact on Operating Budget:

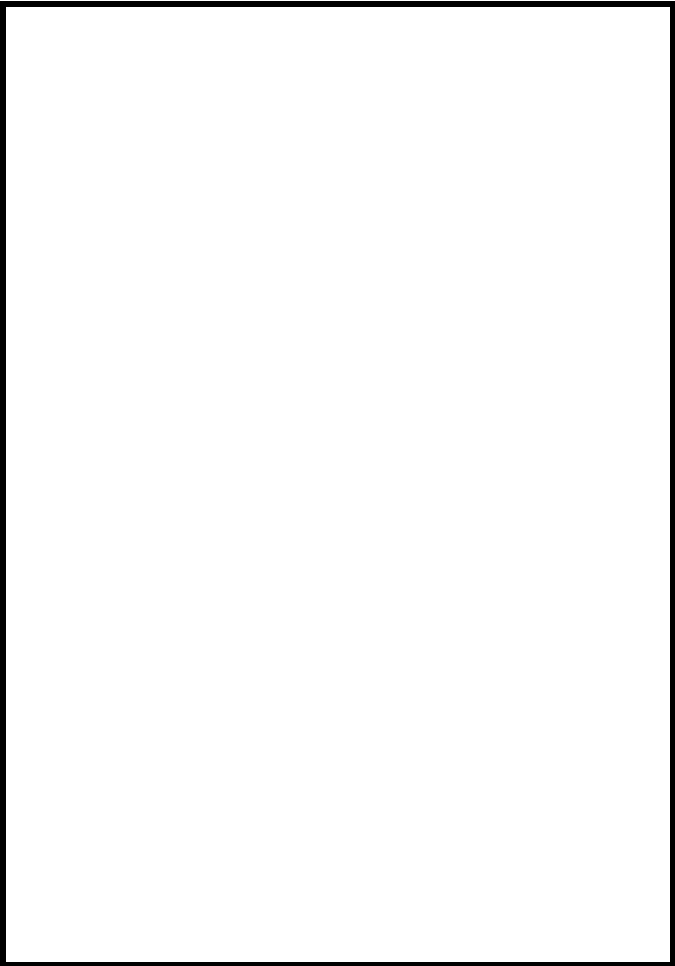
The STP funding requires minimum of 10.27% local match. Revenue and expenditures estimates (listed below) do not reflect contracts held by ODOT.

Environmental Impacts:

None.

Changes Since Last Plan:

Project RFP Advertise. Current in consultant selection process. Updated schedule and budget.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate | Jul-14 | Aug-18 | | Apr-21 |
| EndDate | Apr-18 | Apr-21 | | Dec-22 |

| Project Budget: <i>Actuals recorded thru 4.28.2020</i> | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|-----------------------------|----------------------------|-----------------------------------|---|------------------|----------------|----------------|-----------------|-------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| Revenues: | | | | | | | | | |
| Dept of Transportation | \$20,464 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$20,464 |
| Prior Year Revenue-State | \$10,415 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$10,415 |
| Road Fund + HB 2017 | \$22,346 | \$0 | \$53,034 | \$80,073 | \$72,092 | \$0 | \$0 | \$0 | \$227,545 |
| Surface Transportation Program | \$20,862 | \$0 | \$463,364 | \$699,606 | \$629,872 | \$0 | \$0 | \$0 | \$1,813,704 |
| Total Project Revenues | \$74,088 | \$0 | \$516,398 | \$779,679 | \$701,964 | \$0 | \$0 | \$0 | \$2,072,129 |
| Expenditures: | | | | | | | | | |
| 1 - Planning | \$56,732 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$56,732 |
| 2 - Design | \$22,140 | \$0 | \$236,398 | \$0 | \$0 | \$0 | \$0 | \$0 | \$258,538 |
| 3 - Right of Way Purchase | \$31 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$31 |
| 4 - Construction | \$0 | \$0 | \$280,000 | \$779,679 | \$701,964 | \$0 | \$0 | \$0 | \$1,761,643 |
| Total Project Expenditures | \$78,903 | \$0 | \$516,398 | \$779,679 | \$701,964 | \$0 | \$0 | \$0 | \$2,076,944 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22234
Project Name: Jennings Avenue (OR 99E to Oatfield Rd) Sidewalks
Project Location: OR 99E to Oatfield Rd
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): Robert Knorr
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

Clackamas County obtained a federal grant to provide a curb-tight sidewalk on the north side, and bicycle lanes both the north and south sides of the street for approximately 3860 LF. The existing street lacks these facilities that are needed to connect local residents to nearby businesses and transportation options. Enhanced bicycle and pedestrian improvements will also provide safe routes and important connectivity to two schools in the immediate area. Jennings Avenue is a minor arterial in a densely populated residential area and is a high priority infrastructure project in Clackamas County.

Project Justification:

The bicycle and pedestrian improvements will provide safe routes and important connections to two schools in the immediate area and will connect local residents to nearby businesses and transportation options. Jennings Ave is a minor arterial in a densely populated residential area and is a high priority infrastructure project in Clackamas County. This project has been given high priority in the County's Pedestrian and Bicycle Master and Transportation System Plans indicative of a critical infrastructure project.

Impact on Operating Budget:

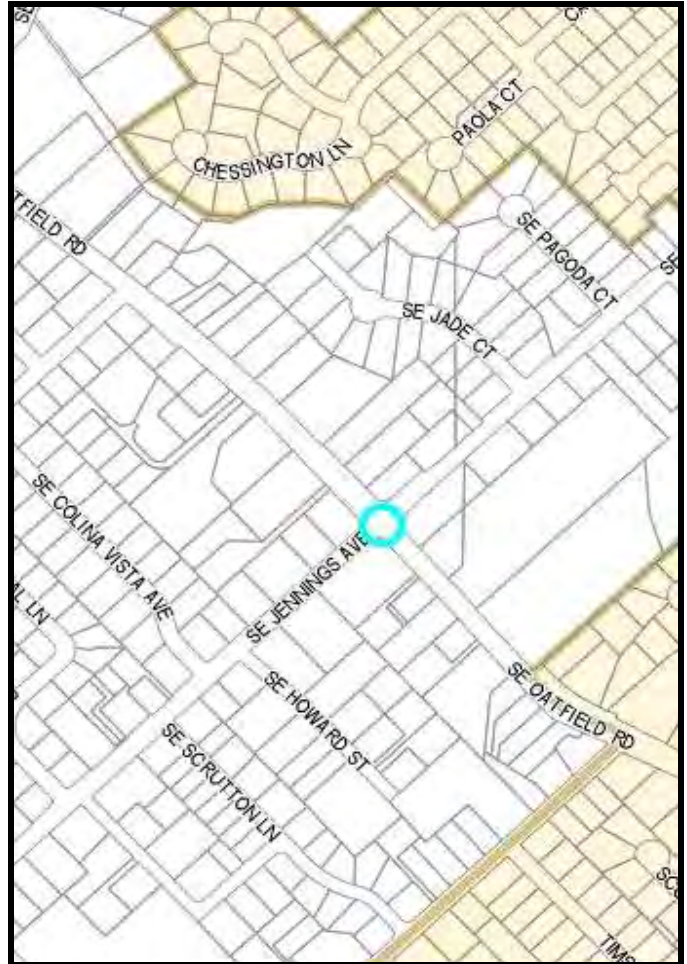
Match percentage from road funds.

Environmental Impacts:

The project is a federal-aid project and environmental impacts will be investigated, including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with FHWA requirements.

Changes Since Last Plan:

Updated budget to align with schedule.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Sep-19 | Mar-20 | Jun-22 |
| EndDate | | May-22 | Jun-22 | Dec-22 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$10,759 | \$0 | \$74,898 | \$74,593 | \$245,188 | \$0 | \$0 | \$0 | \$405,438 |
| Surface Transportation Program | \$0 | \$0 | \$654,394 | \$651,731 | \$2,142,235 | \$0 | \$0 | \$0 | \$3,448,360 |
| Total Project Revenues | \$10,759 | \$0 | \$729,292 | \$726,324 | \$2,387,423 | \$0 | \$0 | \$0 | \$3,853,798 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$207,407 | \$0 | \$364,212 | \$253,346 | \$35,000 | \$0 | \$0 | \$0 | \$859,965 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$365,080 | \$84,920 | \$0 | \$0 | \$0 | \$0 | \$450,000 |
| 4 - Construction | \$158 | \$0 | \$0 | \$388,058 | \$2,352,423 | \$0 | \$0 | \$0 | \$2,740,639 |
| Total Project Expenditures | \$207,564 | \$0 | \$729,292 | \$726,324 | \$2,387,423 | \$0 | \$0 | \$0 | \$4,050,603 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22235
Project Name: Canby Ferry Bank Stabilization & ITS
Project Location:
Map No:

Program: 02103-Safety Projects
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

The following upgrades are needed for the Ferry to enhance its operation:
 1) Extend fiber optic communication from the existing County fiber from Advance Road to Ferry signal system; 2) Add up to two CCTV (monitoring) cameras to view the ferry and have images posted on the ODOT TripCheck (Traveler Information website); 3) Upgrade Ferry electronic notification signs to display green "OPEN" and red "CLOSED" indication.

Project Justification:

The Canby Ferry a link across the Willamette River between the cities of Canby and Wilsonville/West Linn. The ferry's operations lack modern technology and need to be upgraded to improve service and operations.

Impact on Operating Budget:

Overall project cost has increased to \$850k. Consultant cost has increased from the original engineer's estimate of \$200k to approximately \$300k. With current DAP estimate, construction cost has increased from \$330k to \$410k.

Environmental Impacts:

None.

Changes Since Last Plan:

30% design complete.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Dec-16 | Apr-18 | Apr-21 |
| EndDate | | Apr-21 | Apr-21 | Dec-22 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Federal Highway Admin Grant | \$63,470 | \$0 | \$197,231 | \$150,952 | \$90,695 | \$0 | \$0 | \$0 | \$502,348 |
| Road Fund + HB 2017 | \$35,754 | \$0 | \$120,269 | \$92,048 | \$55,305 | \$0 | \$0 | \$0 | \$303,376 |
| Total Project Revenues | \$99,225 | \$0 | \$317,500 | \$243,000 | \$146,000 | \$0 | \$0 | \$0 | \$805,725 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$121,650 | \$0 | \$213,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$334,650 |
| 3 - Right of Way Purchase | \$62 | \$0 | \$6,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$6,562 |
| 4 - Construction | \$0 | \$0 | \$98,000 | \$243,000 | \$146,000 | \$0 | \$0 | \$0 | \$487,000 |
| Total Project Expenditures | \$121,712 | \$0 | \$317,500 | \$243,000 | \$146,000 | \$0 | \$0 | \$0 | \$828,212 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22238
Project Name: ADA Ramps Project #1: Oak Grove Blvd.
Project Location: Oak Grove Blvd.
Map No:

Program: 02040-ADA IMPROVEMENTS - TIT
Project Manager(s): Stephen Williams/Joel Howie
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

In accordance with the Americans with Disabilities Act, the County is implementing curb ramp upgrades at various intersections to comply with ADA law. Evaluation of various ramps is on-going and a priority list of ramps for improvement is being developed. The proposed project for FY2016/17 through 2019/20 will improve 22 curb ramps on Oak Grove Blvd between River Road and Oak Court and provide 2 pedestrian crossings with median islands.

Project Justification:

Various curb ramps throughout the County do not meet current ADA guidelines and are in need of replacement.

Impact on Operating Budget:

FIL0 & SDC's (44.32% Eligible)

Environmental Impacts:

Limited environmental impacts are expected. No permits are expected to be required. However, a review of each location will be performed if additional measures are needed.

Changes Since Last Plan:

90% plans are complete with an updated construction cost estimate reflected in the construction cost.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | Jan-17 | Mar-17 | Sep-19 | Jul-20 |
| EndDate | Mar-17 | Apr-20 | Apr-20 | Sep-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Countywide SDCs | \$62,291 | \$0 | \$190,576 | \$0 | \$0 | \$0 | \$0 | \$0 | \$252,867 |
| Fee in Lieu of Construction | \$15,770 | \$0 | \$15,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$30,770 |
| Road Fund + HB 2017 | \$231,466 | \$0 | \$234,424 | \$0 | \$0 | \$0 | \$0 | \$0 | \$465,890 |
| Total Project Revenues | \$309,528 | \$0 | \$440,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$749,528 |
| Expenditures: | | | | | | | | | |
| 1 - Planning | \$1,388 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,388 |
| 2 - Design | \$310,656 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$310,656 |
| 3 - Right of Way Purchase | \$10,063 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$10,063 |
| 4 - Construction | \$0 | \$0 | \$440,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$440,000 |
| Total Project Expenditures | \$322,107 | \$0 | \$440,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$762,107 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22239
Project Name: S Ivy Street Pedestrian Intersection Improvements
Project Location: Hwy 99E in Canby
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): Jonathan Hangartner
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

The City of Canby obtained State Funded Local Projects (SFLP) funds through an IGA with ODOT to provide bicycle lanes and sidewalk improvements on Ivy Street. The existing street lacks these facilities that are needed to connect local residents to nearby businesses and transportation options. These bicycle and pedestrian improvements will also provide safe routes and important connections to schools in the immediate area. The City of Canby requested the County to manage the project under the County's certification agreement with ODOT. These ODOT funds will be provided through a fund exchange from federal funds to state funds. After completion of the project, the County will transfer jurisdiction of the street to the City of Canby.

Project Justification:

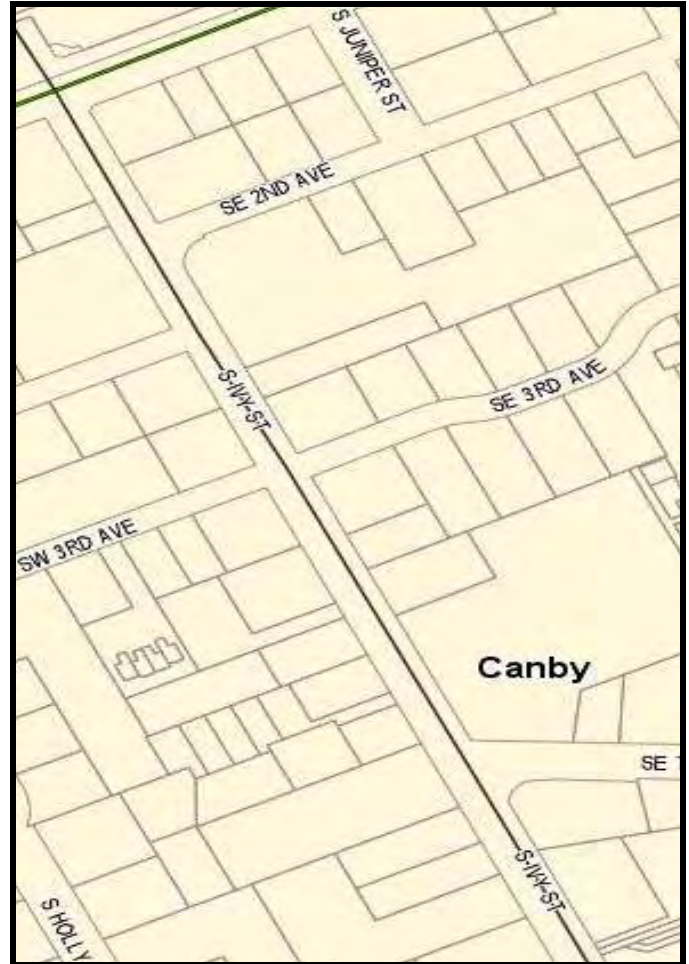
The bicycle and pedestrian improvements will provide safe routes and important connections to schools in the immediate area and will connect local residents to nearby businesses and transportation options. Ivy Street is a minor arterial in a densely populated residential area and is a high priority infrastructure project in the City of Canby and Clackamas County.

Impact on Operating Budget:

The IGA between ODOT, City of Canby, and Clackamas County states that the SFLP funds share of the project shall be \$1,751,053. The City of Canby funds shall be \$437,762 and the Clackamas County funds shall be up to \$250,000 in staff time. The County shall provide up to \$156,918 of additional funding as needed. Project overruns beyond those funds stated above shall be the responsibility of the City of Canby. The IGA also states that the project shall be completed by January 2024. After project is complete, the City of Canby will take jurisdiction of the road which will eliminate future County maintenance obligations.

Environmental Impacts:

Environmental impacts will be investigated including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with County requirements.



Changes Since Last Plan:

Updated Project Schedule and Project Budget.

Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Sep-19 | Nov-20 | Jun-22 |
| EndDate | | Jun-21 | Jul-21 | Aug-23 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|------------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Local Gov't & Other Agencies | \$0 | \$0 | \$126,231 | \$682,838 | \$495,383 | \$555,118 | \$0 | \$0 | \$1,859,570 |
| ODOT State Grants | \$0 | \$0 | \$53,549 | \$105,078 | \$1,498,359 | \$58,000 | \$0 | \$0 | \$1,714,986 |
| Road Fund + HB 2017 | \$11,285 | \$0 | \$88,770 | \$137,158 | \$49,376 | \$0 | \$0 | \$0 | \$286,589 |
| Total Project Revenues | \$11,285 | \$0 | \$268,550 | \$925,074 | \$2,043,118 | \$613,118 | \$0 | \$0 | \$3,861,145 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$113,076 | \$0 | \$218,550 | \$0 | \$0 | \$0 | \$0 | \$0 | \$331,626 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$50,000 | \$275,074 | \$0 | \$0 | \$0 | \$0 | \$325,074 |
| 4 - Construction | \$0 | \$0 | \$0 | \$650,000 | \$2,043,118 | \$613,118 | \$0 | \$0 | \$3,306,236 |
| Total Project Expenditures | \$113,076 | \$0 | \$268,550 | \$925,074 | \$2,043,118 | \$613,118 | \$0 | \$0 | \$3,962,936 |

Project Number: 22248
Project Name: Jennings Lodge Pedestrian Improvements: Portland Avenue
Project Location: Portland Avenue, between Jennings and Hull Avenues
Map No: 44; T.2S. R.2E S

Program: 02102-Bike/Ped Projects
Project Manager(s): Robert Knorr
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: SUBSTANTIALLY COMPLETE

Date of Last Revision: Aug-19

Project Description/Scope:

Clackamas County DTD has been awarded a Community Development Block Grant (CDBG) to provide approximately 1000 LF of sidewalk, along Portland Avenue, between Jennings and Hull Avenues, adjacent to Candy Lane Elementary School. The project serves a portion of the community of over 50% low to moderate income residents, and includes additional ADA ramp and crosswalk safety intersection improvements where a needed connection with Gladstone HS will be completed. Portland Ave. is a local street in a densely populated residential area and is a high priority infrastructure project in Clackamas County. Only temporary construction easements are expected, without need of permanent property acquisitions, because the project improvements will occur within existing public right-of-way.

Project Justification:

The existing street lacks these facilities (incl. minor drainage upgrades) that are needed to connect local residents to nearby businesses and transportation options, including transit and safer pedestrian routes between the schools. The pedestrian improvements will provide safe routes and important connections to two schools in the immediate area and will connect local residents to nearby businesses and transportation options. Portland Ave is a local street in a densely populated residential area and is a high priority infrastructure project in Clackamas County.

Impact on Operating Budget:

FY 18-19: The CDBG grant is expected to provide \$240,000 as a credit toward contractor payment with a balance remaining to be paid DTD to complete the project.

Environmental Impacts:

None expected.

Changes Since Last Plan:

This project has been "substantially completed" with seeding and plant establishment left remaining through September 2020.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Dec-18 | Sep-17 | May-19 |
| EndDate | | Mar-19 | Apr-19 | Oct-19 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Community Devel Block Grant | \$240,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$240,000 |
| Road Fund + HB 2017 | \$713,856 | \$0 | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$714,856 |
| Total Project Revenues | \$953,856 | \$0 | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$954,856 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$206,344 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$206,344 |
| 3 - Right of Way Purchase | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,000 |
| 4 - Construction | \$521,271 | \$0 | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$522,271 |
| Items Expensed Elsewhere | \$240,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$240,000 |
| Total Project Expenditures | \$968,616 | \$0 | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$969,616 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22252
Project Name: SE 90th Avenue Reconstruction
Project Location: SE Monterrey Avenue to SE Causey Avenue
Map No:

Program: 02101-Road Projects
Project Manager(s): Jonathan Hangartner
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

SE 90th Avenue is an existing concrete roadway adjacent to the Clackamas Town Center. The street is a local road lined with apartments along both sides of the roadway. On-street parking exists on the east side of the roadway.

This project will reconstruct the existing roadway utilizing cement treated base (CTB), base rock, and reinforced concrete at both end of the project (intersections of Monterey Rd and Causey Rd). Asphalt pavement will be used for roadway surfacing in the middle of the project. Curb ramps will be reconstructed to meet ADA standards, storm water management facilities will be built for treatment and detention, and illumination will be added along the entire length of the project.

Project Justification:

The existing concrete roadway is in poor condition with substantial cracking in many of the concrete panels in this section. A few of the concrete panels are crumbling and require continuous ongoing maintenance to repair. The roadway needs to be reconstructed.

Impact on Operating Budget:

Road fund will be used for this project. The Lighting District (SD#5) will contribute \$201,000 for illumination and Water Environment Services will contribute \$125,000 to upsize storm water management facilities.

Environmental Impacts:

Limited environmental impacts are expected. Clackamas County MS4 Permit requirements will be met.

Changes Since Last Plan:

Updated Project Description, Impact on Operating Budget, Project Schedule, and Project Budget.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate | | Oct-17 | Sep-19 | Jul-20 |
| EndDate | | May-20 | May-20 | Dec-20 |

| Project Budget: <i>Actuals recorded thru 4.28.2020</i> | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|-------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| Revenues: | | | | | | | | | |
| Revenue From Service Dist #5 | \$0 | \$0 | \$115,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$115,000 |
| Revenue from WES | \$0 | \$0 | \$125,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$125,000 |
| Road Fund + HB 2017 | \$112,376 | \$0 | \$1,007,968 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,120,344 |
| Total Project Revenues | \$112,376 | \$0 | \$1,247,968 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,360,344 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$153,337 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$153,337 |
| 3 - Right of Way Purchase | \$113,127 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$113,127 |
| 4 - Construction | \$0 | \$0 | \$1,247,968 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,247,968 |
| Total Project Expenditures | \$266,464 | \$0 | \$1,247,968 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,514,432 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22254
Project Name: S Central Point Rd and S New Era Rd Intersection Realignment
Project Location: S Central Point Rd and S New Era Rd
Map No:

Program: 02123-HB2017 SAFETY PROJECT
Project Manager(s): Jonathan Hangartner
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

The intersection of S Central Point Rd and S New Era Rd is two-way-stop-controlled in the northbound and southbound directions and uncontrolled in the eastbound and westbound directions. An Independent Safety Evaluation performed by Kittelson & Associates in 2017 indicates there may be a correlation between the 75 degree intersection skew and the high percentage of angle crashes at this intersection.

This project will realign the existing intersection to eliminate the intersection skew. The realigned intersection will improve sight distance to meet current sight distance requirements for all approaches. Flashing yellow beacons will be added to "stop ahead" signs and flashing red beacons will be added to "stop" signs.

Project Justification:

The intersection has a high percentage of angle crashes, which may be correlated with the 75 degree intersection skew. This project will realign the northbound and southbound intersection approaches to eliminate the intersection skew, improve intersection sight distance, and provide yellow and red flashing beacons for "stop ahead" and "stop" signs, respectively.

Impact on Operating Budget:

County Road Funds are required for this project. Funds utilized include House Bill 2017 Safety Fund.

Environmental Impacts:

Limited environmental impacts are expected. No permits are expected to be required.

Changes Since Last Plan:

Updated Project Description, Project Justification, Project Schedule, and Project Budget.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate | | Nov-17 | Sep-19 | Jul-20 |
| EndDate | | Feb-20 | Jun-20 | Dec-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$224,993 | \$0 | \$1,104,731 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,329,724 |
| Total Project Revenues | \$224,993 | \$0 | \$1,104,731 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,329,724 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$230,121 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$230,121 |
| 3 - Right of Way Purchase | \$19,274 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$19,274 |
| 4 - Construction | \$1,229 | \$0 | \$1,104,731 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,105,960 |
| Total Project Expenditures | \$250,624 | \$0 | \$1,104,731 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,355,355 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22257
Project Name: Bear Creek (Canby Marquam Hwy) Bridge
Project Location: Canby Marquam Hwy @ Bear Creek
Map No: 132

Program: 02105-Bridge Projects
Project Manager(s): Joel Howie
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

The existing Bear Creek Bridge (#06027) carries the Canby Marquam Highway over Bear Creek. The bridge was built in 1960 and is composed of undersized timber members with shear and flexure damage. The existing bridge will be removed and replaced by a wider, concrete beam structure.

Project Justification:

The existing bridge is considered functionally obsolete and structurally deficient, with a sufficiency rating of 27.2. The bridge is composed of undersized timber members that have shear and flexure damage. This bridge provides transport of equipment and products in and out of the area, serving the farming communities and agricultural goods and services in the City of Canby and southern Clackamas and Northern Marion County area. A new bridge will ensure improved service for many years. It will also be wider than the existing bridge, providing safe facilities for bicyclists.

Impact on Operating Budget:

County Road Funds are required for this project. The County is expected to match a minimum 10.27% of federal funds. Per IGA 33216, the estimated project cost is \$2,313,800. County requested ODOT to exchange federal funds to state funds.

Environmental Impacts:

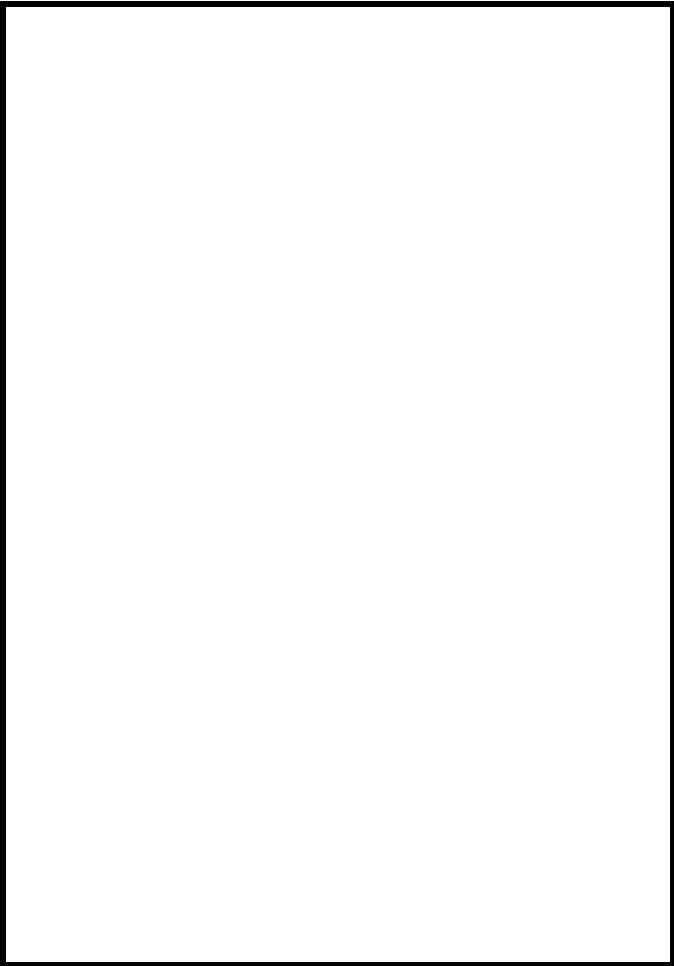
Army CORPS and Local Agency permits will be required. Complete permit requirements will be determined during design phase.

Changes Since Last Plan:

Updated schedule and budget, IGA executed and consultant drafts due May 2019.

Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Sep-19 | Mar-20 | Apr-21 |
| EndDate | | Mar-21 | Feb-21 | Oct-22 |



| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|----------------|------------|------------|------------|------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| ODOT State Grants | \$42,810 | \$0 | \$766,618 | \$1,106,371 | \$4,881 | \$0 | \$0 | \$0 | \$1,920,680 |
| Road Fund + HB 2017 | \$1,463 | \$0 | \$87,743 | \$126,629 | \$1,352 | \$0 | \$0 | \$0 | \$217,186 |
| Total Project Revenues | \$44,272 | \$0 | \$854,360 | \$1,233,000 | \$6,233 | \$0 | \$0 | \$0 | \$2,137,866 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$105,267 | \$0 | \$303,560 | \$0 | \$0 | \$0 | \$0 | \$0 | \$408,828 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$50,800 | \$0 | \$0 | \$0 | \$0 | \$0 | \$50,800 |
| 4 - Construction | \$0 | \$0 | \$500,000 | \$1,233,000 | \$6,233 | \$0 | \$0 | \$0 | \$1,739,233 |
| Total Project Expenditures | \$105,267 | \$0 | \$854,360 | \$1,233,000 | \$6,233 | \$0 | \$0 | \$0 | \$2,198,861 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22269
Project Name: 232nd Drive at MP 0.3
Project Location: SE 232nd Drive at Milepost 0.3
Map No:

Program: 02101-Road Projects
Project Manager(s): Michael Ward
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

SE 232nd Drive is a minor arterial that connects OR-224 and OR-212 in Clackamas County. The roadway has sunk due to continuous heavy rain events that have caused saturation and settling of the road prism. There are also large surface cracks in the pavement. The County will install a deep patch of pavement with improved drainage to return the road to previous conditions (prior to the sinking). It is expected the deep patch will consist of geotextile fabric with reinforced fill. The improved drainage is expected to consist of collecting surface runoff and collecting shallow subsurface water on the west side of the roadway.

The Federal Disaster ID is OR2017-01.

Project Justification:

Repairing SE 232nd Drive will ensure reliable connectivity between OR-224 and OR-212. Additionally, a permanent solution to the stormwater drainage needs will promote a more stable roadway that will eliminate the need for future road closures and/or emergency repairs.

Impact on Operating Budget:

Cost increase in design phase to reflect preliminary results of basis of cost negotiations. Design is expected to be completed in the autumn of 2020 because of the delay in receiving a notice to proceed from ODOT.

Environmental Impacts:

As a roadway repair, this project is not anticipated to have significant environmental impacts. However, a wetland, endangered species, and hazardous materials study will be performed.

Changes Since Last Plan:

No other changes needed.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | May-19 | May-20 | May-21 |
| EndDate | | May-20 | Feb-21 | Oct-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Federal Highway Admin Grant | \$27,764 | \$0 | \$137,000 | \$198,947 | \$0 | \$0 | \$0 | \$0 | \$363,711 |
| Road Fund + HB 2017 | \$10,439 | \$0 | \$35,000 | \$156,053 | \$0 | \$0 | \$0 | \$0 | \$201,492 |
| Total Project Revenues | \$38,203 | \$0 | \$172,000 | \$355,000 | \$0 | \$0 | \$0 | \$0 | \$565,203 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$98,387 | \$0 | \$140,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$238,387 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$32,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$32,000 |
| 4 - Construction | \$0 | \$0 | \$0 | \$355,000 | \$0 | \$0 | \$0 | \$0 | \$355,000 |
| Total Project Expenditures | \$98,387 | \$0 | \$172,000 | \$355,000 | \$0 | \$0 | \$0 | \$0 | \$625,387 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22270
Project Name: South End RD at MP 3.8
Project Location: South End Road at Milepost 3.8
Map No:

Program: 02101-Road Projects
Project Manager(s): Joel Howie
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

South End Road in the vicinity of Milepost 3.8 has experienced significant roadway distress due to slope instability as a result of heavy rainfall in the spring of 2017. Clackamas County constructed temporary repairs to these areas of roadway prism failure and deterioration. However, it is clear that a more permanent solution is required to mitigate the slope instability. The IGA states the project needs to be completed within 2 years of execution which is 08/28/20. The county will seek an extension due to the right of way needing to be acquired.

It is anticipated that the permanent fix of the roadway will be a combination tied-back soldier pile retaining wall and roadway embankment reinforcement.

Project Justification:

A permanent solution to the slope instability will promote a more stable roadway that will eliminate the need for future road closures and/or emergency repairs. The County received Emergency Relief Program funds to deliver the project.

Impact on Operating Budget:

Per IGA # 32607, the total project cost is estimated at \$2,740,000.00. With federal emergency relief program (ERP) funding \$2,458,602 and county road funds contributing the match and any funds above the total project cost.

Environmental Impacts:

As a roadway repair, this project is not anticipated to have significant environmental impacts. However, environmental clearance from FHWA is required and wetland, endangered species, and hazardous materials studies will be performed.

Changes Since Last Plan:

Updated schedule and budget



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Feb-19 | Dec-20 | Mar-21 |
| EndDate | | Feb-21 | Dec-21 | Oct-22 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Federal Highway Admin Grant | \$147,027 | \$0 | \$318,542 | \$493,515 | \$1,350,437 | \$0 | \$0 | \$0 | \$2,309,521 |
| Road Fund + HB 2017 | \$51,877 | \$0 | \$36,458 | \$56,485 | \$154,563 | \$0 | \$0 | \$0 | \$299,383 |
| Total Project Revenues | \$198,904 | \$0 | \$355,000 | \$550,000 | \$1,505,000 | \$0 | \$0 | \$0 | \$2,608,904 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$171,561 | \$0 | \$315,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$486,561 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$40,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$40,000 |
| 4 - Construction | \$0 | \$0 | \$0 | \$550,000 | \$1,505,000 | \$0 | \$0 | \$0 | \$2,055,000 |
| Total Project Expenditures | \$171,561 | \$0 | \$355,000 | \$550,000 | \$1,505,000 | \$0 | \$0 | \$0 | \$2,581,561 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22274
Project Name: E Salmon river Road Preventative Maintenance
Project Location: E Salmon River Road from MP 0.00 to MP 2.03
Map No: 226

Program: 02101-Road Projects
Project Manager(s): Michael Ward
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

This project will apply a 2-inch asphalt overlay along 2.03 miles of road. The average surface width is 23 feet, with a 1,100 foot long, 6 foot wide pedway adjacent to the road near Welches Middle School. Guardrail adjustment and striping are also included.

Project Justification:

E. Salmon River Road is a rural major collector that serves as one of the primary accesses into the Salmon Huckleberry Wilderness. To enhance the RCI (Ride Comfort Index), a 2 inch overlay is the perfect treatment and will insure the road does not deteriorate further.

Impact on Operating Budget:

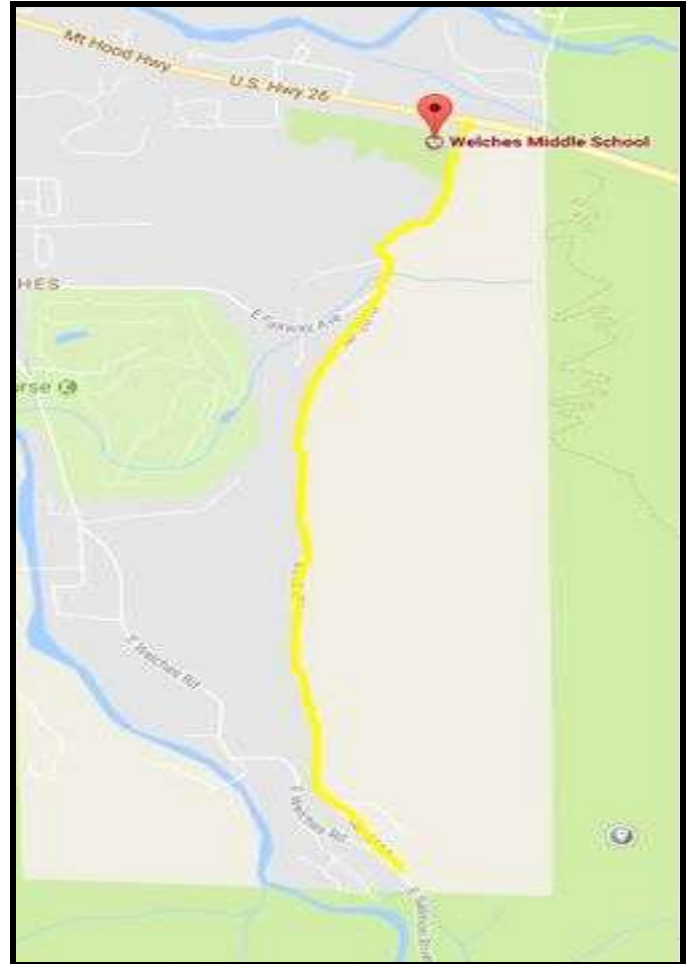
Costs increase includes additional work to be performed by County Road Maintenance crews, which is expected to streamline construction work.

Environmental Impacts:

Coordination with Western Federal Land Highway Division will be required. Project will be responsible for developing information for WFLHD to make a NEPA CE decision. Anticipated efforts include Cultural Resources study and an Endangered Species Act No Effect Memo.

Changes Since Last Plan:

Updated Construction Budget due to consultant cost estimate increase



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Jan-19 | | Jun-20 |
| EndDate | | Mar-20 | | Oct-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Federal Revenue | \$0 | \$0 | \$200,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$200,000 |
| Road Fund + HB 2017 | \$0 | \$0 | \$640,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$640,000 |
| Total Project Revenues | \$0 | \$0 | \$840,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$840,000 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$118,213 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$118,213 |
| 4 - Construction | \$423 | \$0 | \$840,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$840,423 |
| Total Project Expenditures | \$118,636 | \$0 | \$840,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$958,636 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22275
Project Name: Lolo Pass Rd Stabilization & Surface Preservation
Project Location: Lolo Pass Road from MP 0.00 to MP 3.99
Map No:

Program: 02101-Road Projects
Project Manager(s): Michael Ward
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

The proposed project will stabilize and improve this road by extending a revetment constructed by Clackamas County after the last flood event, and also by improving and preserving the road surface with the addition of 2 inches of pavement.

Project Justification:

Lolo Pass Road is the only access to the Zig Zag District of the Mt. Hood National Forest and its support facilities. Therefore, it is a critical life line for this portion of the forest.

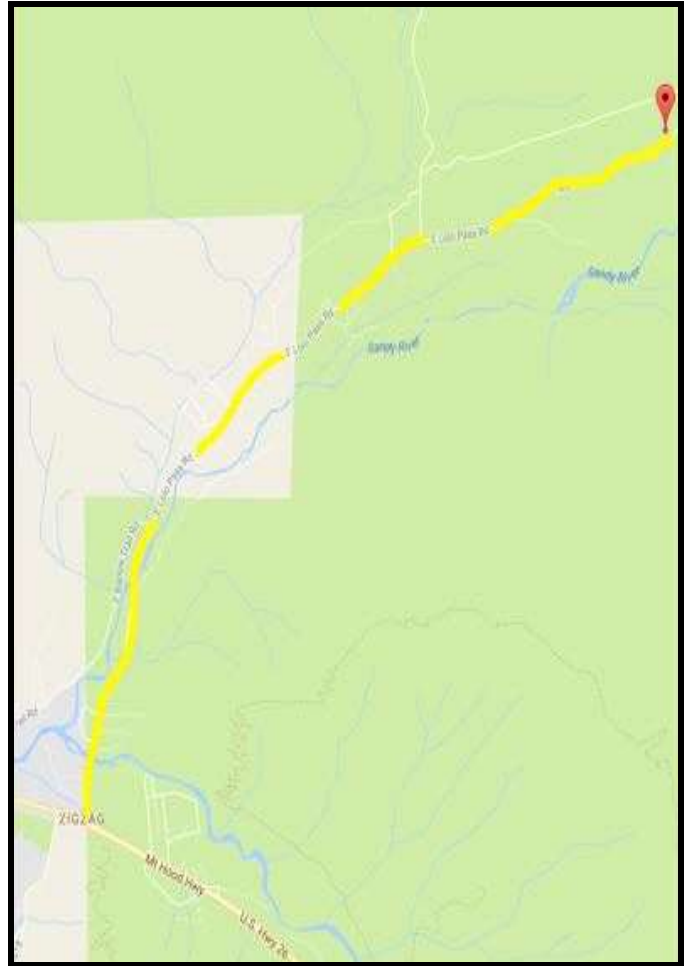
These improvements are necessary to help protect the road way from damage in the next flood event and to preserve a high quality road surface on the access to the national forest. Damage to this roadway by future flooding or deterioration of the road surface would require visitors and National Forest Service vehicles to detour over 30 miles.

Impact on Operating Budget:

This project will be funded through Federal Lands Access Program and County road funds. Per the FLAP match agreement, signed in March of 2018, the County's match is a minimum of 20% of the federal funds. A total of \$3,241,922 in federal funds are available. The execution of the Grant Award is expected in September 2019. Preliminary consultant estimates result in increase in Design related expenses. Because of the expected cost, a formal RFP is will be advertised, resulting in the design process extending into FY20-21

Environmental Impacts:

Army CORPS and DSL permits anticipated. Complete permit requirements will be determined during the design phase.



Changes Since Last Plan:

Updated Project Manager

Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Sep-19 | | Jun-21 |
| EndDate | | Apr-21 | | Jun-22 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate | |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|--------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | | |
| Revenues: | | | | | | | | | | |
| Federal Highway Admin Grant | \$0 | \$0 | \$300,633 | \$2,816,289 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,116,922 |
| Road Fund + HB 2017 | \$0 | \$0 | \$349,367 | \$643,097 | \$0 | \$0 | \$0 | \$0 | \$0 | \$992,464 |
| Total Project Revenues | \$0 | \$0 | \$650,000 | \$3,459,386 | \$0 | \$0 | \$0 | \$0 | \$0 | \$4,109,386 |
| Expenditures: | | | | | | | | | | |
| 2 - Design | \$13,767 | \$0 | \$115,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$128,767 |
| 4 - Construction | \$0 | \$0 | \$535,000 | \$3,459,386 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,994,386 |
| Legal Fees | \$93 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$93 |
| Total Project Expenditures | \$13,860 | \$0 | \$650,000 | \$3,459,386 | \$0 | \$0 | \$0 | \$0 | \$0 | \$4,123,246 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22276
Project Name: Woodcock Creek (Grimm Rd) Bridge Scour
Project Location: Grimm Road @ Woodcock Creek
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Devin Patterson
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

The existing Grimm Road Bridge over Woodcock Creek is experiencing significant scour problems. The bridge is located approximately 1200' south of Grimm Road's intersection with Munson Road and is approximately 48 years old. The County will evaluate options to either repair the scour issues or replace the bridge.

Project Justification:

The bridge is experiencing significant scour problems. Two of the wing-walls on the bridge are experiencing scour and have been undermined. On the upstream end, a large amount of aggradation is occurring, constricting the Woodcock Creek channel. On the downstream end, a plunge pool has formed, primarily due to the structure having a concrete floor, while the stream below it has continued to incise over time. This creates a situation where the concrete floor of the structure is perched approximately 12" to 15" higher than the substrate immediately downstream.

Impact on Operating Budget:

Road fund will be used for this project. Grant funding will be applied for.

Environmental Impacts:

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

Changes Since Last Plan:

Repair alternatives were reviewed and replacement with a pacific bridge is the preferred option.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate | | Feb-19 | Feb-20 | May-21 |
| EndDate | | Feb-21 | Feb-21 | Nov-23 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|-----------------------------|----------------------------|-----------------------------------|---|----------------|----------------|----------------|-----------------|-------------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$58,964 | \$0 | \$89,000 | \$330,000 | \$2,000 | \$2,000 | \$0 | \$0 | \$481,964 |
| Total Project Revenues | \$58,964 | \$0 | \$89,000 | \$330,000 | \$2,000 | \$2,000 | \$0 | \$0 | \$481,964 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$55,003 | \$0 | \$34,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$89,003 |
| 3 - Right of Way Purchase | \$2,520 | \$0 | \$20,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$22,520 |
| 4 - Construction | \$8,223 | \$0 | \$35,000 | \$330,000 | \$2,000 | \$2,000 | \$0 | \$0 | \$377,223 |
| Total Project Expenditures | \$65,745 | \$0 | \$89,000 | \$330,000 | \$2,000 | \$2,000 | \$0 | \$0 | \$488,745 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22277
Project Name: Woodcock Creek (Wright Rd) Bridge Scour
Project Location: Wright Rd @ Woodcock Creek (Dave Phillips Bridge)
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Devin Patterson
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

The existing Wright Road Bridge over Woodcock Creek is experiencing significant scour. The bridge was constructed in the late 1990's and is also known as the Dave Phillips Bridge. The creek upstream of the bridge has fish-passage complications due to aggradation of creek sediments and the bridge has scour issues including undermining of the existing bridge abutments.

Project Justification:

The bridge is experiencing significant scour problems that include scour and undermining of the abutment walls and significant aggradation of the stream upstream of the bridge.

Impact on Operating Budget:

Road funds will pay for this project.

Environmental Impacts:

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

Changes Since Last Plan:

Repair alternatives have been reviewed and a repair option selected.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Jan-19 | Oct-19 | Jun-20 |
| EndDate | | Apr-20 | Apr-20 | Nov-22 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|----------------|----------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$93,939 | \$0 | \$255,000 | \$3,000 | \$2,000 | \$2,000 | \$0 | \$0 | \$355,939 |
| Total Project Revenues | \$93,939 | \$0 | \$255,000 | \$3,000 | \$2,000 | \$2,000 | \$0 | \$0 | \$355,939 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$102,786 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$102,786 |
| 3 - Right of Way Purchase | \$8,986 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$8,986 |
| 4 - Construction | \$195 | \$0 | \$255,000 | \$3,000 | \$2,000 | \$2,000 | \$0 | \$0 | \$262,195 |
| Total Project Expenditures | \$111,966 | \$0 | \$255,000 | \$3,000 | \$2,000 | \$2,000 | \$0 | \$0 | \$373,966 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22280
Project Name: ADA Ramps: Sunnyside Rd. (132nd - 162nd)
Project Location: Sunnyside Rd. from 132nd Ave. to 162nd Ave.
Map No:

Program: 02121-HB2017 PROGRAM COST
Project Manager(s): Joel Howie
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

The County has determined where curb ramp retrofit work will occur in 2019 and 2020 based on planned summer of 2020 paving work. An anticipated total of 36 corners are planned to be inventoried for compliance and likely replaced to meet current ADA requirements on Sunnyside Road between 132nd and 162nd avenues. There are twelve non-signalized intersections that are planned to have curb ramp retrofits, as well as twenty-four signalized corners that are planned to have signal modifications to meet ADA requirements for pedestrian push button reach, height and level landing.

Project Justification:

Various curb ramps throughout the County do not meet current ADA guidelines and need to be upgraded per the County's Transition Plan.

Impact on Operating Budget:

The project is funded by County Road Fund

Environmental Impacts:

Limited environmental impacts are expected. No permits are expected to be required. However, a review of each location will be performed if additional measures are needed.

Changes Since Last Plan:

Contract approved by board in Mid April. Updated schedule.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Apr-19 | | Jul-20 |
| EndDate | | Mar-20 | | Sep-20 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$272,521 | \$0 | \$1,655,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,927,521 |
| Total Project Revenues | \$272,521 | \$0 | \$1,655,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,927,521 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$272,521 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$272,521 |
| 4 - Construction | \$0 | \$0 | \$1,655,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,655,000 |
| Total Project Expenditures | \$272,521 | \$0 | \$1,655,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,927,521 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22283
Project Name: Milk Creek (Bonney Rd) Bridge Scour
Project Location: Bonney Road @ Milk Creek
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Devin Patterson
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

The existing Bonney Road Bridge over Milk Creek is experiencing significant scour problems. Bank stabilization is needed on the northwest corner and the west footing has scoured. The bridge is adjacent to Highway 211 and coordination with ODOT is required. The County will evaluate options for the bank stabilization and scour repair at the footing.

Project Justification:

The bridge and upstream bank is experiencing significant scour problems. The west footing and wing wall of the bridge are experiencing scour and have been undermined. On the upstream end, a large amount of bank sloughing has occurred and needs to be repaired.

Impact on Operating Budget:

The project will utilize County Road Funds.

Environmental Impacts:

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

Changes Since Last Plan:

Updated budget- Geotechnical services are complete and project plans are being prepared for ODOT to review.



Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Feb-19 | Oct-19 | Jun-20 |
| EndDate | | May-20 | May-20 | Nov-23 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|----------------|----------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$19,039 | \$0 | \$120,000 | \$5,000 | \$5,000 | \$5,000 | \$0 | \$0 | \$154,039 |
| Total Project Revenues | \$19,039 | \$0 | \$120,000 | \$5,000 | \$5,000 | \$5,000 | \$0 | \$0 | \$154,039 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$30,867 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$30,867 |
| 3 - Right of Way Purchase | \$814 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$814 |
| 4 - Construction | \$0 | \$0 | \$120,000 | \$5,000 | \$5,000 | \$5,000 | \$0 | \$0 | \$135,000 |
| Total Project Expenditures | \$31,681 | \$0 | \$120,000 | \$5,000 | \$5,000 | \$5,000 | \$0 | \$0 | \$166,681 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22284
Project Name: Badger Creek (Rugg Rd) Culvert
Project Location: Rugg Road @ Badger Creek
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Devin Patterson
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

The two existing 42-inch diameter culverts under Rugg Road conveying Badger Creek are undersized and in poor condition. The culverts are 40 feet upstream to the Badger Creek (Springwater Corridor) Culvert that was recently replaced by the Johnson Creek Watershed Council. The existing culverts will be replaced with a larger sized, fish-friendly culvert or modular bridge.

Project Justification:

The existing culverts are undersized and in poor condition that require replacing. The Johnson Creek Watershed Action Plan identifies Badger Creek as an area that provides the highest restoration benefit to or affect watershed processes and functions.

Impact on Operating Budget:

Currently, the project is budgeted to use County Road Funds. However, the project should be competitive for obtaining grant funds from the Oregon Watershed Enhancement Board (OWEB) and it is anticipated the County will assist the Johnson Creek Watershed Council in applying for an OWEB grant.

Environmental Impacts:

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

Changes Since Last Plan:

no changes



| Project Schedule: | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate | | Apr-19 | Oct-19 | Jun-21 |
| EndDate | | May-21 | May-21 | Nov-23 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate | |
|--|-----------------------------|----------------------------|-----------------------------------|---|----------------|----------------|----------------|-----------------|-------------------------------|--|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | | |
| Revenues: | | | | | | | | | | |
| Road Fund + HB 2017 | \$10,029 | \$0 | \$75,000 | \$350,000 | \$5,000 | \$5,000 | \$0 | \$0 | \$445,029 | |
| Total Project Revenues | \$10,029 | \$0 | \$75,000 | \$350,000 | \$5,000 | \$5,000 | \$0 | \$0 | \$445,029 | |
| Expenditures: | | | | | | | | | | |
| 2 - Design | \$9,918 | \$0 | \$40,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$49,918 | |
| 3 - Right of Way Purchase | \$110 | \$0 | \$15,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$15,110 | |
| 4 - Construction | \$0 | \$0 | \$20,000 | \$350,000 | \$5,000 | \$5,000 | \$0 | \$0 | \$380,000 | |
| Total Project Expenditures | \$10,029 | \$0 | \$75,000 | \$350,000 | \$5,000 | \$5,000 | \$0 | \$0 | \$445,029 | |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22292
Project Name: ADA Ramps: Sunnyside Rd. (122nd - 132nd)
Project Location: Sunnyside Rd. from 122nd Ave. to 132nd Ave.
Map No: 27

Program: 02121-HB2017 PROGRAM COST
Project Manager(s): Joel Howie/Maurice Hall
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

An anticipated total of 24 corners are planned to be inventoried for compliance and likely replaced to meet current ADA requirements on Sunnyside Road between 122nd and 132nd Avenue. There is one signalized intersection that is planned to have curb ramp upgrades and signal modifications to meet ADA requirements for pedestrian push button reach, height and level landing, as well as sixteen non-signalized corners that are planned to have curb ramp upgrades.

Project Justification:

Curb ramps within the project limits will be upgraded per the County's Transition Plan.

Impact on Operating Budget:

The project is funded by County Road Fund.

Environmental Impacts:

Limited environmental impacts are expected. No permits are expected to be required. However, a review of environmental requirements will be performed during design.

Changes Since Last Plan:

No Changes



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate | | Jan-20 | | May-21 |
| EndDate | | Feb-21 | | Dec-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$863 | \$0 | \$250,000 | \$385,000 | \$0 | \$0 | \$0 | \$0 | \$635,863 |
| Total Project Revenues | \$863 | \$0 | \$250,000 | \$385,000 | \$0 | \$0 | \$0 | \$0 | \$635,863 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$1,025 | \$0 | \$100,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$101,025 |
| 4 - Construction | \$0 | \$0 | \$150,000 | \$385,000 | \$0 | \$0 | \$0 | \$0 | \$535,000 |
| Total Project Expenditures | \$1,025 | \$0 | \$250,000 | \$385,000 | \$0 | \$0 | \$0 | \$0 | \$636,025 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22329
Project Name: Kellogg Creek Culvert Repair
Project Location: Thiessen at Aldercrest Ct
Map No:

Program: 02101-Road Projects
Project Manager(s): Michael Ward
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

One of the joints between the corrugated metal pipe portion and the concrete box portion of the culvert has failed. The project would involve the design for sealing the joint and examining similar joints in the culvert to prevent future failing. The project would also remove the asphalt roadway and repair damage due to the loss of subgrade into the culvert.

Project Justification:

Until repaired the subgrade will continue to drain into Kellogg Creek, continuing to enlarge the void under the roadway.

Impact on Operating Budget:

County Road Funds are required for this project

Environmental Impacts:

Repair of the culvert joint will eliminate existing subgrade draining into Kellogg Creek. Work would be performed during the In Water Work window (July 15 - September 30) under a permit from the Department of State Lands (DSL).

Changes Since Last Plan:

New project.



| | | | | |
|--------------------------|----------|--------|--------------|--------------|
| Project Schedule: | Planning | Design | Right of Way | Construction |
| StartDate | | Jul-20 | Nov-20 | May-21 |
| EndDate | | Feb-21 | May-21 | Nov-21 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Road Fund + HB 2017 | \$0 | \$0 | \$75,000 | \$190,000 | \$0 | \$0 | \$0 | \$0 | \$265,000 |
| Total Project Revenues | \$0 | \$0 | \$75,000 | \$190,000 | \$0 | \$0 | \$0 | \$0 | \$265,000 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$50,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$50,000 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$15,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$15,000 |
| 4 - Construction | \$0 | \$0 | \$10,000 | \$190,000 | \$0 | \$0 | \$0 | \$0 | \$200,000 |
| Total Project Expenditures | \$0 | \$0 | \$75,000 | \$190,000 | \$0 | \$0 | \$0 | \$0 | \$265,000 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22330
Project Name: Clackamas River (Trolley Trail) Bridge Final Design
Project Location: Clackamas River @ Portland Ave (Gladstone)
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Joel Howie
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Feb-20

Project Description/Scope:

The City of Gladstone obtained a Metro Grant to address the need for improved active transportation access across the Clackamas River by designing the replacement of the recently demolished Portland Avenue Historic Trolley Bridge as an extension of the Trolley Trail, a shared-use path for bicyclists and pedestrians. Clackamas County is helping the City of Gladstone implement the project through the County's ODOT certification. The project will continue the work completed in the feasibility study and move on to the preliminary and final design phase once a bridge structure type is recommended.

Project Justification:

There remains a need for an active transportation link across the Clackamas River to link the City of Gladstone to Oregon City. The bridge will connect the existing Trolley Trail to trails that exist along the Clackamas River on the Oregon City side of the river.

Impact on Operating Budget:

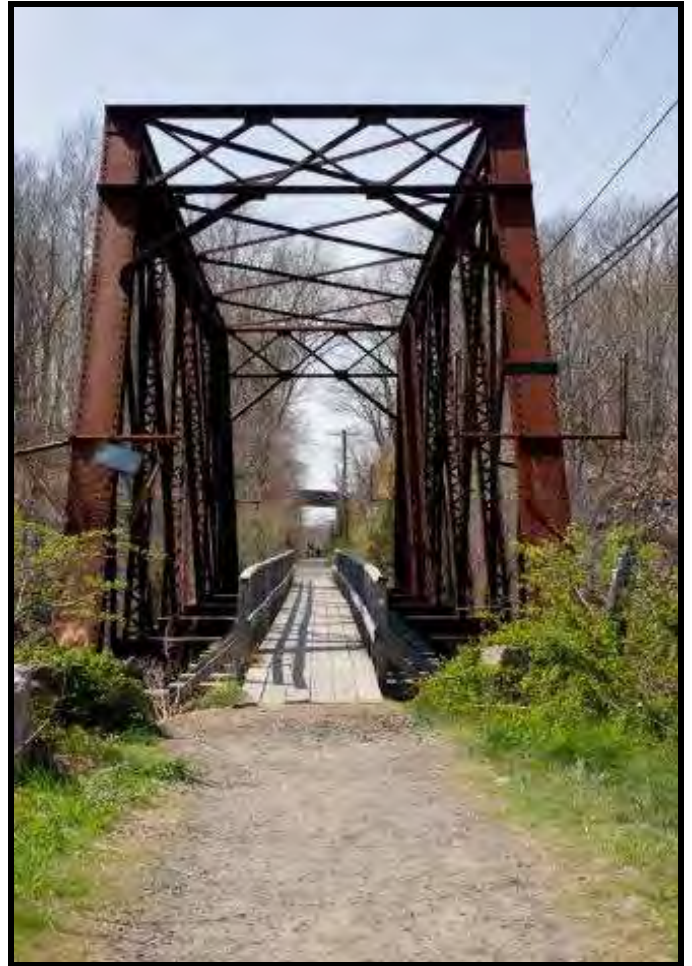
Federal funds were obtained through a Metro 2022-24 Regional Flexible Fund Allocation Grant. A 10.27% match is required from the City of Gladstone. No County funds are expected to be required for this project.

Environmental Impacts:

The project is a federal-aid project and environmental impacts will be investigated, including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with FHWA requirements. In this design phase, it is expected that permits will be applied for and obtained.

Changes Since Last Plan:

New project.



| | | | | |
|--------------------------|----------|--------|--------------|--------------|
| Project Schedule: | Planning | Design | Right of Way | Construction |
| StartDate | | Dec-20 | | |
| EndDate | | Mar-23 | | |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Federal Revenue | \$0 | \$0 | \$134,595 | \$785,138 | \$182,152 | \$0 | \$0 | \$0 | \$1,101,885 |
| Local Gov't & Other Agencies | \$0 | \$0 | \$15,405 | \$89,862 | \$20,848 | \$0 | \$0 | \$0 | \$126,115 |
| Total Project Revenues | \$0 | \$0 | \$150,000 | \$875,000 | \$203,000 | \$0 | \$0 | \$0 | \$1,228,000 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$150,000 | \$875,000 | \$203,000 | \$0 | \$0 | \$0 | \$1,228,000 |
| Total Project Expenditures | \$0 | \$0 | \$150,000 | \$875,000 | \$203,000 | \$0 | \$0 | \$0 | \$1,228,000 |

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22335
Project Name: Courtney Ave Complete Street
Project Location: River Rd to OR99E
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): Robert Knorr
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Jan-20

Project Description/Scope:

The complete streets project will improve safety and accessibility by providing 6-foot-wide separated sidewalks on both sides of Courtney Avenue; 8-foot wide buffered bike lanes; intermittent rain gardens for stormwater management; street and pedestrian lighting; ADA compliant intersection curb ramps and crosswalk enhancements at two intersections, among other improvements. Also, the sidewalk and bikeway improvements will provide a direct east-west connection to the Trolley Trail.

Project Justification:

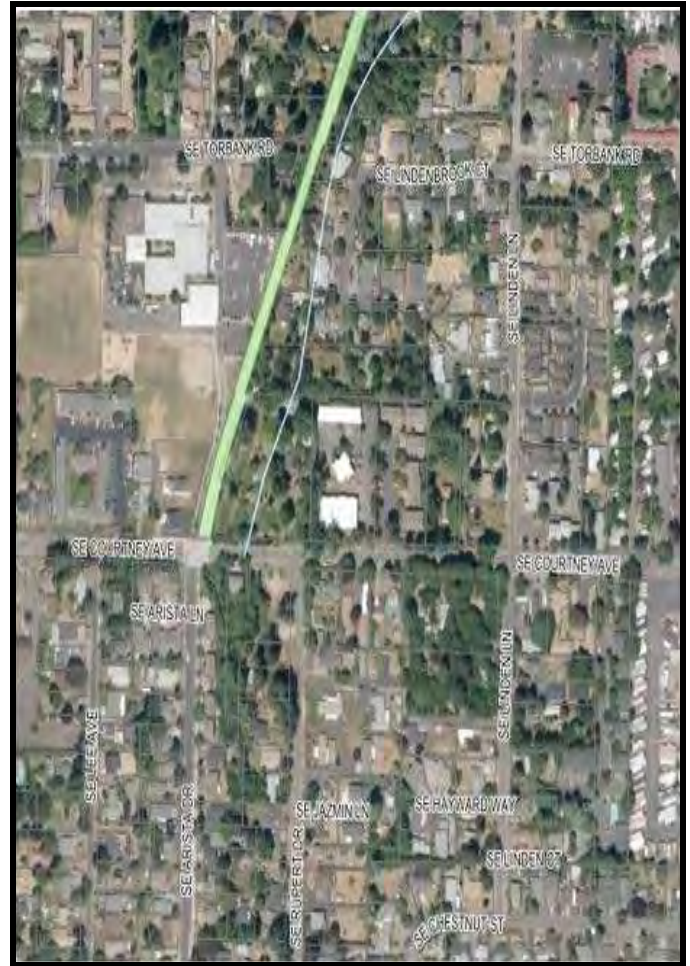
Courtney Avenue is uncomfortable for bicyclists due to the narrow width of pavement and lacks sidewalks for those walking. The lack of sidewalks force pedestrians to use the shoulder bike lane creating potential conflicts between all transportation modes. The project will separate the transportation modes and improve safety and accessibility for pedestrians and bicyclists.

Impact on Operating Budget:

Federal funds were obtained through a Metro 20222-24 Regional Flexible Fund Allocation Grant. The origin of the funds is through the federal CMAQ program. A 10.27% match is required from the Road Fund. The estimated project cost is \$5,661,420 with a federal share of \$5,079,992 and Road Fund match of \$581,428. PE target obligation date is 11/20/2021, ROW target obligation date is 11/15/2023, and Construction target obligation date is 11/15/2025. The estimated completion date is 12/31/2026. Phases can be advanced ahead of these target dates.

Environmental Impacts:

The project is a federal-aid project and environmental impacts will be investigated, including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with FHWA requirements.



Changes Since Last Plan:

New project.

Project Schedule:

| | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | | Dec-20 | Feb-22 | Apr-23 |
| EndDate | | Mar-23 | Mar-23 | Jun-25 |

| Project Budget: | Actuals Thru 6/30/20 | FY20-21 YTD Actuals | FY20-21 Recd/Exp Remaining | Estimated Project Revenues/Costs | | | | | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|--------------------|--------------------|------------|------------------------|
| | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26+ | |
| <i>Actuals recorded thru 4.28.2020</i> | | | | | | | | | |
| Revenues: | | | | | | | | | |
| Federal Revenue | \$0 | \$0 | \$134,595 | \$740,272 | \$785,137 | \$2,445,143 | \$974,845 | \$0 | \$5,079,992 |
| Road Fund + HB 2017 | \$0 | \$0 | \$15,405 | \$84,728 | \$89,863 | \$279,857 | \$111,575 | \$0 | \$581,428 |
| Total Project Revenues | \$0 | \$0 | \$150,000 | \$825,000 | \$875,000 | \$2,725,000 | \$1,086,420 | \$0 | \$5,661,420 |
| Expenditures: | | | | | | | | | |
| 2 - Design | \$0 | \$0 | \$150,000 | \$725,000 | \$125,000 | \$0 | \$0 | \$0 | \$1,000,000 |
| 3 - Right of Way Purchase | \$0 | \$0 | \$0 | \$100,000 | \$600,000 | \$0 | \$0 | \$0 | \$700,000 |
| 4 - Construction | \$0 | \$0 | \$0 | \$0 | \$150,000 | \$2,725,000 | \$1,086,420 | \$0 | \$3,961,420 |
| Total Project Expenditures | \$0 | \$0 | \$150,000 | \$825,000 | \$875,000 | \$2,725,000 | \$1,086,420 | \$0 | \$5,661,420 |

PROGRAM SUMMARY

Project Title: Lake Edge Renovation
 Project Location: Stone Creek Golf Course
 Scheduled Completion: September 2020

DESCRIPTION AND LOCATION

This project will renovate and rejuvenate the lake edges of the main irrigation pond and part of the west irrigation pond.



PURPOSE AND JUSTIFICATION

Due to animal activity and erosion, the lake banks have recessed and have created a serious hazard to the overall quality of the ponds. This project will replace the culvert and renovate the ponds by lining them and armoring the banks with rock. These repairs and renovations will prevent future erosion and help ensure the long-term strength and condition of the ponds. In addition, this project will have positive operational and environmental impacts by decreasing additional water usage and electricity costs due to current leaking of irrigation water.

IMPACT ON OPERATING BUDGET

Project will be funded from a State Parks Grant and Stone Creek Golf Club (Fund 601).

IMPACT ON CUSTOMER

Customer experience and safety will be improved, as bank erosion is already creating issues for players. Maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life.

PROJECT COSTS

| | |
|---------------------------|------------------|
| Planning & Design: | - |
| Land: | - |
| Construction (Estimated): | 503,000 |
| Other: | - |
| TOTAL | \$503,000 |

| Fiscal Year | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total |
|--------------|--------------|----------------|-------------------|-------------|-------------|---------------------|-------------------|
| Previous Yrs | - | - | - | - | - | - | - |
| FY 18/19 | - | - | - | - | - | - | - |
| FY 19/20 | - | - | - | - | - | - | - |
| FY 20/21 | - | - | 150,000 | - | - | 353,000 | 503,000 |
| Total | \$ - | \$ - | \$ 150,000 | \$ - | \$ - | \$ 353,000 | \$ 503,000 |

(1) State Parks Grant

(2) Stone Creek Golf Club (Fund 601)

PROGRAM SUMMARY

Project Title: Oak Lodge and Gladstone Community Project

Project Location: 3811 SE Concord Ave. Oak Grove
Scheduled Completion: Master plan 2020

DESCRIPTION AND LOCATION

This project includes consideration of the Oak Lodge Library to be located on the Concord Property or in the Concord building located at 3811 SE Concord Ave., Oak Grove.



PURPOSE AND JUSTIFICATION

Business and Community Services (BCS) is leading a joint effort to create a master plan to bring a community project to the Oak Lodge and Gladstone communities. The project includes a community center, park and two libraries. The community center and park will be on the site of the NCPRD-owned Concord Property near the corner of Concord Street and McLoughlin Boulevard. The new Oak Lodge Library will be either on the Concord Property or at another location. The Gladstone Library will be on the site currently occupied by the Gladstone City Hall. The master planning process is underway and will be complete in November 2020 after which, design and construction documents will begin. Construction will begin in winter 2022 or when construction funding is secured. Community outreach is ongoing.

IMPACT ON OPERATING BUDGET

This phase of the project is for design and engineering - no impact on operating budget.

IMPACT ON CUSTOMER

Project provides essential planning to determine a framework for future design and engineering.

PROJECT COSTS

| | |
|---------------------------|------------------|
| Planning & Design: | 745,000 |
| Land: | - |
| Construction (Estimated): | - |
| Other: | - |
| TOTAL | \$745,000 |

| Fiscal Year | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|-------------------|
| Previous Yrs | - | - | - | - | - | - | - |
| FY 18/19 | - | - | - | - | - | - | - |
| FY 19/20 | - | - | - | - | - | 162,500 | 162,500 |
| FY 20/21 | - | - | - | - | - | 745,000 | 745,000 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 907,500 | \$ 907,500 |

(2) Gladstone Library (Fund 212)

PROGRAM SUMMARY

Project Title: Oak Lodge and Gladstone Community Project

Project Location: 525 Portland Ave, Gladstone

Scheduled Completion: Master plan complete 2020

DESCRIPTION AND LOCATION

The Gladstone Library will be relocated to a new facility on the site currently occupied by the Gladstone City Hall located at 525 Portland Avenue.



PURPOSE AND JUSTIFICATION

Business and Community Services (BCS) is leading a joint effort to create a master plan to bring a community project to the Oak Lodge and Gladstone communities. The project includes a community center, park and two libraries. The community center and park will be on the site of the NCPRD-owned Concord Property near the corner of Concord Street and McLoughlin Boulevard. The new Oak Lodge Library will be either on the Concord Property or at another location. The Gladstone Library will be on the site currently occupied by the Gladstone City Hall. The master planning process is underway and will be complete in November 2020 after which, design and construction documents will begin. Construction will begin in winter 2022 or when construction funding is secured. Community outreach is ongoing.

IMPACT ON OPERATING BUDGET

This phase of the project is for design and engineering - no impact on operating budget.

IMPACT ON CUSTOMER

Project provides essential planning to determine a framework for future design and engineering.

PROJECT COSTS

| | |
|---------------------------|------------------|
| Planning & Design: | 695,000 |
| Land: | - |
| Construction (Estimated): | - |
| Other: | - |
| TOTAL | \$695,000 |

| Fiscal Year | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|-------------------|
| Previous Yrs | - | - | - | - | - | - | - |
| FY 18/19 | - | - | - | - | - | - | - |
| FY 19/20 | - | - | - | - | - | 212,500 | 212,500 |
| FY 20/21 | - | - | - | - | - | 695,000 | 695,000 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 907,500 | \$ 907,500 |

(2) Oak Lodge Library (Fund 212)



COUNTY PARKS & GOLF

COUNTY PARKS

Capital Project Sheet

| PROGRAM SUMMARY | |
|------------------------------|---|
| Project Title: | Barton Park East Campground Asphalt Overlay |
| Project Location: | 19009 SE Barton Park Road, Boring, OR 97009 |
| Scheduled Completion: | June 2021 |

| PURPOSE AND JUSTIFICATION |
|--|
| This project will provide for an asphalt lift of the Barton East campground roadway and RV pads. The campground was opened in June 2001, and has not had additional asphalt work completed since that time. The East campground is an all RV campground and receives high use during the camping season. Crack sealing was done six years ago to prevent deterioration, but an overlay is required to maintain infrastructure integrity. |



| IMPACT ON OPERATING BUDGET |
|--|
| Project will be paid for through Metro's 2019 Parks and Nature bond funding. |

| IMPACT ON CUSTOMER |
|---|
| This provide improved customer safety. Work will be completed during the off season so that camping is not interrupted. |

| PROJECT COSTS | |
|--------------------|------------------|
| Planning & Design: | - |
| Land Improvements: | 180,000 |
| Construction: | - |
| Other: | - |
| TOTAL | \$180,000 |

| Fiscal Year | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total |
|--------------|--------------|----------------|-------------|----------------|-------------|---------------------|-------------------|
| Previous Yrs | - | - | - | - | - | - | - |
| FY 18/19 | - | - | - | - | - | - | - |
| FY 19/20 | - | - | - | - | - | - | - |
| FY 20/21 | - | - | - | 180,000 | - | - | 180,000 |
| Total | \$ - | \$ - | \$ - | 180,000 | \$ - | \$ - | \$ 180,000 |

Metro 2019 Parks & Nature bond

PROGRAM SUMMARY

Project Title: Boones Ferry Marina Facility Improvements
 Project Location: 26177 Boones Ferry Landing, Aurora, OR 97002
 Scheduled Completion: June 2021

PURPOSE AND JUSTIFICATION

The Boones Ferry Marina facility has a number of commercial business buildings, a caretaker residence, and boat mooring slips. County Parks obtained a current appraisal and property repair evaluation in FY 18/19 that identified necessary building and facility improvements. This will be the second year of project work related to building upgrades which include replacing fascia, trim, and siding on buildings; repairing leaks in the roof of the boat repair building, and electrical service upgrades.

DESCRIPTION AND LOCATION

Photo 1) Service Building and Caretaker Residence
 Photo 2) Marina docks



IMPACT ON OPERATING BUDGET

Funding for this project will come from the capital repair and replace portion of lease revenue for this site.

IMPACT ON CUSTOMER

Facility improvements align with life, health and safety goals.

PROJECT COSTS

| | |
|--|------------------|
| Planning & Design: | - |
| Land: | - |
| Construction (Estimated): Repair/Replace | 100,000 |
| Other: | - |
| TOTAL | \$100,000 |

| Fiscal Year | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|----------------|
| Previous Yrs | - | - | - | - | - | - | - |
| FY 18/19 | - | - | - | - | - | - | - |
| FY 19/20 | - | - | - | - | - | 75,000 | 75,000 |
| FY 20/21 | - | - | - | - | - | 25,000 | 25,000 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | 100,000 | 100,000 |

(2) Boones Ferry Marina Lease Revenue - Capital Repair/Replace



COUNTY PARKS & GOLF

COUNTY PARKS

Capital Project Sheet

| PROGRAM SUMMARY |
|---|
| Project Title: Carver Caretaker House Roof & Dry Rot Repairs |
| Project Location: 14888 S. Springwater Rd, Oregon City, OR 97045 |
| Scheduled Completion: May 2021 |

| DESCRIPTION AND LOCATION |
|----------------------------------|
| Carver Boat Ramp caretaker house |



| PURPOSE AND JUSTIFICATION |
|---|
| The Carver Boat Ramp caretaker house is in need of roof repairs. Plywood sheathing is beginning to sag on the roof, and there are dry rot issues on the house. FY 19/20 work was completed on the back of the house and addressed dry rot. FY 20/21 work entails pulling all sheathing from the roof and adding 2 x 6 trusses. The roof currently has 2 x 4 trusses and has moisture and venting issues causing sagging. Additional roof venting will also likely be required and new shingles applied. |

| IMPACT ON OPERATING BUDGET |
|---|
| Project will be funded by operating revenue from County Parks (Fund 213). |

| IMPACT ON CUSTOMER |
|--|
| Maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |


| PROJECT COSTS | |
|------------------------------|-----------------|
| Planning & Design: | - |
| Land Improvements: | - |
| Construction: | - |
| Other: Building Improvements | 50,000 |
| TOTAL | \$50,000 |

| Fiscal Year | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|------------------|
| Previous Yrs | - | - | - | - | - | - | - |
| FY 18/19 | - | - | - | - | - | - | - |
| FY 19/20 | - | - | - | - | - | 20,000 | 20,000 |
| FY 20/21 | - | - | - | - | - | 30,000 | 30,000 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 50,000 | \$ 50,000 |

(2) County Parks fee revenue

| PROGRAM SUMMARY |
|---|
| Project Title: Eagle Fern Park Septic and Drainfield Replacement |
| Project Location: 27505 Eagle Fern Rd. Eagle Creek, OR 97022 |
| Scheduled Completion: May 2021 |

| PURPOSE AND JUSTIFICATION |
|---|
| The septic system and drainfield at Eagle Fern Park, which currently serves the house and the park restrooms needs to be replaced before it fails. This project will provide a new concrete septic tank and drainfield to serve the caretaker house and park. |

| DESCRIPTION AND LOCATION |
|--|
| The project will replace the current septic and drainfield system at Eagle Fern Park |
|  |

| IMPACT ON OPERATING BUDGET |
|---|
| Project will be funded by State Parks RV licensing revenue (Fund 213), which is designated for operations, and maintenance of county parks. |

| IMPACT ON CUSTOMER |
|--|
| Maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |

| PROJECT COSTS | |
|----------------------|-----------------|
| Planning & Design: | - |
| Land Improvements: | - |
| Construction: | 50,000 |
| Other: | - |
| TOTAL | \$50,000 |

| Fiscal Year | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total |
|--------------------|---------------------|-----------------------|-------------------|--------------------|-------------|----------------------------|------------------|
| Previous Yrs | - | - | - | - | - | - | - |
| FY 18/19 | - | - | - | - | - | - | - |
| FY 19/20 | - | - | - | - | - | - | - |
| FY 20/21 | - | - | - | - | - | 50,000 | 50,000 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 50,000 | \$ 50,000 |

(2) State RV licensing revenue (Fund 213)



COUNTY PARKS & GOLF

COUNTY PARKS

Capital Project Sheet

| PROGRAM SUMMARY | |
|------------------------------|---|
| Project Title: | Feyrer Campground Restroom Concrete Resurfacing |
| Project Location: | 16185 S. Feyrer Park Rd, Molalla, OR 97038 |
| Scheduled Completion: | July 2020 |

| PURPOSE AND JUSTIFICATION |
|--|
| This project will repair sections of broken curbs, expand day-use parking, and lay down a 2" asphalt lift on the existing day-use section of the roadway within Feyrer Park. |

| DESCRIPTION AND LOCATION |
|--|
|  |

| IMPACT ON OPERATING BUDGET |
|--|
| Project will be paid for through Metro's 2019 Parks and Nature bond funding. |

| IMPACT ON CUSTOMER |
|---|
| The project will improve the customer experience by providing a safe park experience. In addition, maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |

| PROJECT COSTS | |
|--------------------|------------------|
| Planning & Design: | - |
| Land Improvements: | - |
| Construction: | - |
| Other: | 250,000 |
| TOTAL | \$250,000 |

| Fiscal Year | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total |
|--------------|--------------|----------------|-------------|----------------------|-------------|---------------------|-------------------|
| Previous Yrs | - | - | - | - | - | - | - |
| FY 18/19 | - | - | - | - | - | - | - |
| FY 19/20 | - | - | - | - | - | - | - |
| FY 20/21 | - | - | - | 250,000.00 | - | - | 250,000 |
| Total | \$ - | \$ - | \$ - | \$ 250,000.00 | \$ - | \$ - | \$ 250,000 |

Metro 2019 Parks & Nature bond

| PROGRAM SUMMARY | |
|------------------------------|------------------------------------|
| Project Title: | Knights Bridge Park |
| Project Location: | 7462 Knights Bridge Rd., Canby, OR |
| Scheduled Completion: | May 2021 |

| DESCRIPTION AND LOCATION |
|---|
| Photo 1) Pit toilet Photo 2) Pay Station |
|  |
|  |

| PURPOSE AND JUSTIFICATION |
|--|
| Knights Bridge Park currently has port-a-potties for customers for restroom use, and no fee is charged at this site. After an extensive process to evaluate undeveloped properties in County Parks' holdings during FY19/20, the County Parks Advisory Board recommended staff proceed with the purchase and installation of a pit toilet and pay station, and begin charging a parking fee during FY20/21 to offset current and future costs of operations at the site. |

| IMPACT ON OPERATING BUDGET |
|--|
| Project will be paid for through Metro's 2019 Parks and Nature bond funding. |

| IMPACT ON CUSTOMER |
|--|
| Customer experience will be improved through facility upgrades which support life, health, safety goals of County Parks. |

| PROJECT COSTS | |
|--------------------|-----------------|
| Planning & Design: | - |
| Land Improvements: | - |
| Construction: | 50,000 |
| Other: | - |
| TOTAL | \$50,000 |

| Fiscal Year | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total |
|--------------|--------------|----------------|------------|---------------|-------------|---------------------|------------------|
| Previous Yrs | - | - | - | - | - | - | - |
| FY 18/19 | - | - | - | - | - | - | - |
| FY 19/20 | - | - | - | - | - | - | - |
| FY 20/21 | - | - | - | 50,000 | - | - | 50,000 |
| Total | \$ - | \$ - | - | 50,000 | \$ - | \$ - | \$ 50,000 |

Metro 2019 Parks & Nature bond

| PROGRAM SUMMARY |
|--|
| <p>Project Title: Wagon Wheel Park</p> <p>Project Location: S. Hwy 211, Molalla, OR</p> <p>Scheduled Completion: May 2021</p> |

| PURPOSE AND JUSTIFICATION |
|--|
| <p>Wagon Wheel Park currently has port-a-potties for customers for restroom use, and no fee is charged at this site. After an extensive process to evaluate undeveloped properties in County Parks' holdings during FY19/20, the County Parks Advisory Board recommended staff proceed with the purchase and installation of a pit toilet and pay station, and begin charging a parking fee during FY20/21 to offset current and future costs of operations at the site.</p> |

| DESCRIPTION AND LOCATION |
|--|
| <p>Photo 1) Pit toilet Photo 2) Pay Station</p>   |

| IMPACT ON OPERATING BUDGET |
|---|
| <p>Project will be paid for through Metro's 2019 Parks and Nature bond funding.</p> |

| IMPACT ON CUSTOMER |
|---|
| <p>Customer experience will be improved through facility upgrades which support life, health, safety goals of County Parks.</p> |

| PROJECT COSTS | |
|--------------------|-----------------|
| Planning & Design: | - |
| Land Improvements: | - |
| Construction: | 50,000 |
| Other: | - |
| TOTAL | \$50,000 |

| Fiscal Year | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total |
|--------------|--------------|----------------|-------------|---------------|-------------|---------------------|------------------|
| Previous Yrs | - | - | - | - | - | - | - |
| FY 18/19 | - | - | - | - | - | - | - |
| FY 19/20 | - | - | - | - | - | - | - |
| FY 20/21 | - | - | - | 50,000 | - | - | 50,000 |
| Total | \$ - | \$ - | \$ - | 50,000 | \$ - | \$ - | \$ 50,000 |

Metro 2019 Parks & Nature bond



ASSETS

FORESTRY

Capital Project Sheet

| PROGRAM SUMMARY |
|---|
| Project Title: Timberland Acquisition |
| Project Location: Rural Clackamas County |
| Scheduled Completion: July 2020 |

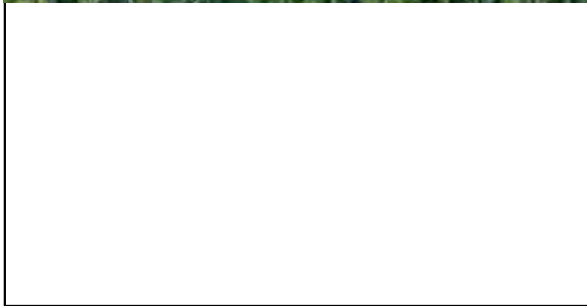
| PURPOSE AND JUSTIFICATION |
|---|
| The Forest & Timber Management Program currently owns and manages 3,200 acres of forestlands in the County. The lands are managed for timber production with the net revenue going to support the Forest & Timber Management Program's operations and maintenance, as well as capital improvements in the County Parks Program. Staff are actively seeking forest lands to replace lands sold in the Mt. Hood corridor in FY 17/18. |

| DESCRIPTION AND LOCATION |
|--|
| Additional forest lands in Clackamas County will be purchased. |

| IMPACT ON OPERATING BUDGET |
|--|
| No impact on FY 20/21 operating budget. In future years, however, this additional acreage will increase operational costs related to managing forestlands, as well as increasing potential revenue from timber harvests. |



| IMPACT ON CUSTOMER |
|---------------------------|
| None. |



| PROJECT COSTS | |
|---------------------------|------------------|
| Planning & Design: | - |
| Property Acquisition: | 800,000 |
| Construction (Estimated): | - |
| Other: | - |
| TOTAL | \$800,000 |

| Fiscal Year | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total |
|--------------------|---------------------|-----------------------|-------------------|--------------------|-------------|----------------------------|-------------------|
| Previous Yrs | - | - | - | - | - | - | - |
| FY 18/19 | - | - | - | - | - | - | - |
| FY 19/20 | - | - | - | - | - | - | - |
| FY 20/21 | - | - | - | - | - | 800,000 | 800,000 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 800,000 | \$ 800,000 |

(2) Forestry (Fund 257) - revenue from prior land sale received in FY 17/18



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CLACKAMAS
C O U N T Y



Elizabeth Comfort
Finance Director, Interim

Department of Finance

Public Services Building
2051 Kaen Road, Suite 490 | Oregon City, OR 97045

June 18, 2020

Board of County Commissioners
Clackamas County

Members of the Board:

Resolution Adopting the Clackamas County 2020-2021
Fiscal Year Budget, making Appropriations and Imposing and
Categorizing Taxes for the Period of July 1, 2020 through June 30, 2021

| | |
|---------------------------------|---|
| Purpose/Outcome | Budget adoption for Clackamas County FY 2020-2021 |
| Dollar Amount and Fiscal Impact | The effect is to adopt a budget of \$892,167,337. |
| Funding Source | Includes Prior Year Revenues, Fund Balance, Fees, Licenses, Permits, Fines, Assessments and Other Service Charges, Federal, State Other Grants, Revenue from Bonds and Other Debt, Interfund Transfers, Internal Service Reimbursements, Other Resources and Taxes. |
| Duration | July 1, 2020-June 30, 2021 |
| Previous Board Action/Review | Budget Committee approval May 29, 2020. |
| Strategic Plan Alignment | Build public trust through good government |
| Contact Person | Elizabeth Comfort, 503-742-5405 |

BACKGROUND:

Attached are the Resolution and exhibit to adopt the budget as published and approved by the Budget Committee in accordance with state budget law, and impose taxes.

This Resolution establishes a budget for Clackamas County July 1, 2020 through June 30, 2021 inclusive of \$892,167,337.

RECOMMENDATION:

Staff respectfully recommends that the Board adopt the attached Resolution and exhibit.

Sincerely,

Elizabeth Comfort

Elizabeth Comfort
Finance Director, Interim

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

In the Matter of Adopting a Budget
Making Appropriations and Imposing
and Categorizing Taxes from the
Period of July 1, 2020 to June 30,
2021 for Clackamas County



Resolution No. 2020-41
Page 1 of 2

BE IT RESOLVED that the Board of Commissioners of Clackamas County hereby adopts the budget approved by the Clackamas County Budget Committee in compliance with Oregon Local Budget Law in the total amount of \$892,167,337 and establishes appropriations as detailed in the attached Exhibit A, which is, by this reference, incorporated herein. This budget is now on file at 2051 Kaen Road, in Oregon City, Oregon, and available for viewing online at <https://www.clackamas.us/budget>.

BE IT RESOLVED that in conformance with Governmental Accounting Standards Board Statement Number 54, the County acknowledges that amounts transferred from the General Fund in operational support to the Sheriff's Operations Fund (216), The District Attorney Fund (220), The Juvenile Fund (260) and the Community Corrections Fund (219) for Fiscal Year 2020-21 are 'committed funds' as defined in GASB Statement 54.

BE IT RESOLVED that the following ad valorem property taxes are hereby imposed for tax year 2020-2021 upon the assessed value of all taxable property within the district:

- (1) At the rate of \$2.4042 per \$1,000 of assessed value for permanent rate tax in cities which provide their own police patrol service; and
- (2) At the rate of \$2.9766 per \$1,000 of assessed value for permanent rate tax in remaining cities and unincorporated areas; and
- (3) At the rate of \$0.2480 per \$1,000 of assessed value for local option tax; and
- (4) In the amount of \$5,319,000 for debt service for general obligation bonds.

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

In the Matter of Adopting a Budget
Making Appropriations and imposing
and Categorizing Taxes from the
Period of July 1, 2020 to June 30,
2021, for Clackamas County



Resolution No. 2020-41
Page 2 of 2

BE IT RESOLVED that the taxes imposed are hereby categorized for purposes of Article XI section 11b as:

| General Government Limitation | |
|--------------------------------------|------------------|
| Permanent Rate Tax | \$2.4042/\$1,000 |
| Permanent Rate Tax | \$2.9766/\$1,000 |
| Local Option Tax | \$0.2480/\$1,000 |

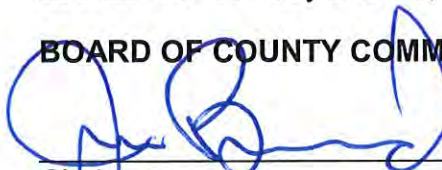
Excluded from Limitation
General Obligation Bond Debt Service \$5,319,000

BE RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS THAT:


The above statements were approved and declared adopted on this 18th day of June,
2020

DATED this 18th day of June, 2020

BOARD OF COUNTY COMMISSIONERS



Chair



Recording Secretary

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2020-21**

| <u>GENERAL FUND</u> | <u>APPROPRIATION</u> |
|--|----------------------|
| Board of County Commissioners | 1,965,900 |
| County Administration | 2,391,191 |
| County Counsel | 3,031,453 |
| Human Resources | 4,940,449 |
| Assessor | 8,800,510 |
| Clerk | 3,125,643 |
| Transportation & Development | 1,229,032 |
| Finance | 8,118,298 |
| Treasurer | 1,115,170 |
| Public & Government Affairs | 5,038,930 |
| Not Allocated to Organizational Unit: | |
| Personnel Services | 22,920,026 |
| Materials & Services | 8,819,079 |
| Debt Service | 244,303 |
| Special Payments | 2,905,258 |
| Interfund Transfer | 115,844,231 |
| Contingency | 29,799,837 |
| FUND TOTAL | \$ 220,289,310 |
| <u>COUNTY FAIR FUND</u> | |
| Culture, Education and Recreation | 2,169,746 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 1,000 |
| Contingency | 206,568 |
| FUND TOTAL | \$ 2,377,314 |
| <u>BUILDING CODES FUND</u> | |
| General Government | 8,590,333 |
| Not Allocated to Organizational Unit: | |
| Contingency | 4,500,000 |
| FUND TOTAL | \$ 13,090,333 |
| <u>CLACKAMAS COUNTY RESOLUTION SVCS FUND</u> | |
| General Government | 1,563,643 |
| FUND TOTAL | \$ 1,563,643 |

Exhibit A

SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2020-21

BUSINESS & ECONOMIC DEVELOPMENT FUND

| | |
|---------------------------------------|---------------------|
| Economic Development | 3,522,342 |
| Not Allocated to Organizational Unit: | |
| Interfund Transfer | 63,000 |
| Special Payments | 1,788,421 |
| Contingency | 1,220,340 |
| FUND TOTAL | <u>\$ 6,594,103</u> |

DISASTER MANAGEMENT FUND

| | |
|------------------------------|---------------------|
| Public Safety and Protection | 3,214,047 |
| FUND TOTAL | <u>\$ 3,214,047</u> |

LAW LIBRARY FUND

| | |
|---------------------------------------|-------------------|
| Public Safety and Protection | 432,016 |
| Not Allocated to Organizational Unit: | |
| Contingency | 10,000 |
| FUND TOTAL | <u>\$ 442,016</u> |

LIBRARY SERVICES FUND

| | |
|---------------------------------------|---------------------|
| Culture, Education and Recreation | 7,094,429 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 1,850,000 |
| Contingency | 167,015 |
| FUND TOTAL | <u>\$ 9,111,444</u> |

PARKS FUND

| | |
|---------------------------------------|---------------------|
| Culture, Education and Recreation | 3,030,291 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 1,000 |
| Contingency | 252,077 |
| FUND TOTAL | <u>\$ 3,283,368</u> |

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2020-21**

PLANNING FUND

| | |
|---------------------------------------|---------------------|
| Economic Development | 4,496,726 |
| Not Allocated to Organizational Unit: | |
| Contingency | 223,044 |
| FUND TOTAL | <u>\$ 4,719,770</u> |

ROAD FUND

| | |
|---------------------------------------|----------------------|
| Public Ways and Facilities | 69,447,614 |
| Not Allocated to Organizational Unit: | |
| Interfund Transfer | 4,260,000 |
| Special Payments | 5,637,101 |
| Contingency | 5,795,219 |
| FUND TOTAL | <u>\$ 85,139,934</u> |

SHERIFF FUND

| | |
|---------------------------------------|-----------------------|
| Public Safety and Protection | 101,256,500 |
| Not Allocated to Organizational Unit: | |
| Interfund Transfer | 360,922 |
| Special Payments | 45,000 |
| FUND TOTAL | <u>\$ 101,662,422</u> |

CODE ENFORCEMENT, RESOURCE CONSERVATION & SOLID WASTE

| | |
|---------------------------------------|---------------------|
| General Government | 5,188,004 |
| Not Allocated to Organizational Unit: | |
| Interfund Transfer | 345,000 |
| Contingency | 676,726 |
| FUND TOTAL | <u>\$ 6,209,730</u> |

PROPERTY RESOURCES FUND

| | |
|---------------------------------------|---------------------|
| General Government | 1,375,661 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 165,000 |
| Interfund Transfer | 100,000 |
| Contingency | 146,958 |
| FUND TOTAL | <u>\$ 1,787,619</u> |

Exhibit A

SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2020-21

COMMUNITY CORRECTIONS FUND

| | |
|---------------------------------------|----------------------|
| Public Safety and Protection | 17,136,189 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 267,311 |
| FUND TOTAL | <u>\$ 17,403,500</u> |

DISTRICT ATTORNEY FUND

| | |
|---------------------------------------|----------------------|
| Public Safety and Protection | 14,663,445 |
| Not Allocated to Organizational Unit: | |
| Interfund Transfer | 19,000 |
| Special Payments | 500,000 |
| FUND TOTAL | <u>\$ 15,182,445</u> |

JUSTICE COURT FUND

| | |
|---------------------------------------|---------------------|
| Public Safety and Protection | 2,138,482 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 1,800,000 |
| Contingency | 775,774 |
| FUND TOTAL | <u>\$ 4,714,256</u> |

COUNTYWIDE TRANSPORTATION SDC FUND

| | |
|---------------------------------------|---------------------|
| Public Ways and Facilities | 156,755 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 9,000 |
| Interfund Transfer | 3,123,008 |
| Contingency | 1,250,000 |
| FUND TOTAL | <u>\$ 4,538,763</u> |

PUBLIC LAND CORNER PRESERVATION FUND

| | |
|---------------------------------------|-------------------|
| Public Ways and Facilities | 802,042 |
| Not Allocated to Organizational Unit: | |
| Contingency | 125,000 |
| FUND TOTAL | <u>\$ 927,042</u> |

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2020-21**

HEALTH, HOUSING & HUMAN SERVICES ADMINISTRATION FUND

| | |
|---------------------------------------|---------------------|
| Health and Human Services | 2,909,294 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 793,060 |
| Interfund Transfer | 245,213 |
| Contingency | 120,000 |
| FUND TOTAL | <u>\$ 4,067,567</u> |

BEHAVIORAL HEALTH FUND

| | |
|---------------------------------------|----------------------|
| Health and Human Services | 21,226,520 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 1,230,142 |
| Interfund Transfer | 50,000 |
| Contingency | 4,622,908 |
| FUND TOTAL | <u>\$ 27,129,570</u> |

SOCIAL SERVICES FUND

| | |
|---------------------------------------|----------------------|
| Health and Human Services | 34,199,665 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 1,068,593 |
| Contingency | 1,579,022 |
| FUND TOTAL | <u>\$ 36,847,280</u> |

COMMUNITY DEVELOPMENT FUND

| | |
|---------------------------------------|---------------------|
| Economic Development | 7,146,618 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 320,000 |
| Contingency | 557,528 |
| FUND TOTAL | <u>\$ 8,024,146</u> |

CHILDREN YOUTH & FAMILIES FUND

| | |
|---------------------------------------|----------------------|
| Health and Human Services | 7,749,488 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 2,615,985 |
| FUND TOTAL | <u>\$ 10,365,473</u> |

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2020-21**

DOG SERVICES FUND

| | |
|---------------------------------------|---------------------|
| Health and Human Services | 2,821,792 |
| Not Allocated to Organizational Unit: | |
| Contingency | 150,000 |
| FUND TOTAL | <u>\$ 2,971,792</u> |

COUNTY SAFETY NET LEGISLATION LOCAL PROJECTS FUND

| | |
|---------------------------------------|------------------|
| Not Allocated to Organizational Unit: | |
| Materials & Services | 13,174 |
| FUND TOTAL | <u>\$ 13,174</u> |

PUBLIC HEALTH FUND

| | |
|---------------------------------------|----------------------|
| Health and Human Services | 11,591,505 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 598,740 |
| Contingency | 384,085 |
| FUND TOTAL | <u>\$ 12,574,330</u> |

CLACKAMAS HEALTH CENTERS FUND

| | |
|---------------------------------------|----------------------|
| Health and Human Services | 42,905,980 |
| Not Allocated to Organizational Unit: | |
| Interfund Transfer | |
| Contingency | 1,633,929 |
| FUND TOTAL | <u>\$ 44,539,909</u> |

TOURISM and TRANSIENT ROOM TAX FUND

| | |
|---------------------------------------|---------------------|
| Culture, Education and Recreation | 1,026,813 |
| Not Allocated to Organizational Unit: | |
| Interfund Transfer | 1,154,045 |
| Special Payments | 254,455 |
| Contingency | 150,000 |
| FUND TOTAL | <u>\$ 2,585,313</u> |

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2020-21**

FOREST MANAGEMENT FUND

| | |
|---------------------------------------|---------------------|
| Culture, Education and Recreation | 1,686,425 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 1,000 |
| Interfund Transfer | 150,829 |
| Contingency | 108,494 |
| FUND TOTAL | <u>\$ 1,946,748</u> |

JUVENILE FUND

| | |
|---------------------------------------|----------------------|
| Public Safety and Protection | 11,291,138 |
| Not Allocated to Organizational Unit: | |
| Interfund Transfer | 1,005,627 |
| FUND TOTAL | <u>\$ 12,296,765</u> |

CLACKAMAS COUNTY DEBT SERVICE FUND

| | |
|---------------------------------------|----------------------|
| Not Allocated to Organizational Unit: | |
| Debt Service | 10,476,535 |
| FUND TOTAL | <u>\$ 10,476,535</u> |

GENERAL OBLIGATION BOND DEBT SERVICE FUND

| | |
|---------------------------------------|---------------------|
| Not Allocated to Organizational Unit: | |
| Debt Service | 5,117,075 |
| FUND TOTAL | <u>\$ 5,117,075</u> |

CAPITAL PROJECTS RESERVE FUND

| | |
|----------------------------|---------------------|
| Public Ways and Facilities | 5,390,081 |
| FUND TOTAL | <u>\$ 5,390,081</u> |

Exhibit A

SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2020-21

STONECREEK GOLF COURSE FUND

| | |
|---------------------------------------|---------------------|
| Golf Course (Business-type Activity) | 3,113,956 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 1,000 |
| Contingency | 308,111 |
| FUND TOTAL | <u>\$ 3,423,067</u> |

CLACKAMAS BROADBAND UTILITY FUND

| | |
|--|---------------------|
| Broadband Utility (Business-type Activity) | 2,015,200 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 39,000 |
| Contingency | 100,000 |
| FUND TOTAL | <u>\$ 2,154,200</u> |

RECORDS MANAGEMENT FUND

| | |
|--------------------|-------------------|
| General Government | 795,841 |
| FUND TOTAL | <u>\$ 795,841</u> |

FACILITIES MANAGEMENT FUND

| | |
|---------------------------------------|----------------------|
| General Government | 14,817,887 |
| Not Allocated to Organizational Unit: | |
| Interfund Transfer | 1,000,000 |
| FUND TOTAL | <u>\$ 15,817,887</u> |

TELECOMMUNICATIONS SERVICES FUND

| | |
|--------------------|---------------------|
| General Government | 3,860,468 |
| FUND TOTAL | <u>\$ 3,860,468</u> |

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2020-21**

TECHNOLOGY SERVICES FUND

| | |
|---------------------------------------|----------------------|
| General Government | 13,649,970 |
| Not Allocated to Organizational Unit: | |
| Interfund Transfer | 372,800 |
| Contingency | 300,000 |
| FUND TOTAL | <u>\$ 14,322,770</u> |

CENTRAL DISPATCH FUND

| | |
|---------------------------------------|---------------------|
| Public Safety and Protection | 8,500,300 |
| Not Allocated to Organizational Unit: | |
| Special Payments | 1,071,122 |
| Contingency | 235,408 |
| FUND TOTAL | <u>\$ 9,806,830</u> |

SELF-INSURANCE FUND

| | |
|---------------------------------------|----------------------|
| General Government | 37,646,640 |
| Not Allocated to Organizational Unit: | |
| Contingency | 8,934,575 |
| FUND TOTAL | <u>\$ 46,581,215</u> |

RISK MANAGEMENT CLAIMS FUND

| | |
|---------------------------------------|----------------------|
| General Government | 5,381,313 |
| Not Allocated to Organizational Unit: | |
| Interfund Transfer | 1,000,000 |
| Contingency | 8,804,136 |
| FUND TOTAL | <u>\$ 15,185,449</u> |

FLEET SERVICES FUND

| | |
|---------------------------------------|---------------------|
| General Government | 5,878,807 |
| Not Allocated to Organizational Unit: | |
| Contingency | 96,807 |
| FUND TOTAL | <u>\$ 5,975,614</u> |

| | |
|--------------|--------------------|
| TOTAL | 804,520,158 |
|--------------|--------------------|

| | |
|----------------------|-----------------------|
| TOTAL APPROPRIATED | 804,520,158 |
| TOTAL UNAPPROPRIATED | 87,647,179 |
| TOTAL ADOPTED BUDGET | <u>\$ 892,167,337</u> |

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Clackamas County Board of Commissioners will be held on June 18, 2020 at 10:00 a.m. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2020 as approved by the Clackamas County Budget Committee. During the ongoing coronavirus pandemic, your Board of County Commissioners (BCC) is keeping the public/stakeholders as aware of decisions, and as connected to them, as possible. While social distancing practices are occurring, the BCC is holding meetings virtually. And all residents are invited to join and provide comments live by going to the following link <https://clackamascounty.zoom.us/j/93170699228>. Alternatively, anyone can send in a comment to be read during the Citizen Communication portion of our meeting over email. Just send it in at any time during the meeting by emailing ClackCoNews@clackamas.us. Be sure to include your name and area when you email. A summary of the budget is presented below. A copy of the budget may be inspected online at <http://www.clackamas.us/budget/>. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same used the preceding year.

Contact: Elizabeth Comfort, Interim Finance Director Telephone: (503)742-5405 Email: EComfort@clackamas.us

| FINANCIAL SUMMARY - RESOURCES | | | |
|---|--------------------------|-------------------------------------|--------------------------------------|
| TOTAL OF ALL FUNDS | Actual Amount 2018-19 | Adopted Budget This Year 2019-20 | Approved Budget Next Year 2020-21 |
| Beginning Fund Balance/Net Working Capital | 237,849,937 | 233,247,795 | 201,126,470 |
| Fees, Licenses, Permits, Fines, Assessments & Other Service Charges | 71,669,063 | 82,960,500 | 89,500,093 |
| Federal, State and All Other Grants, Gifts, Allocations and Donations | 141,364,295 | 156,633,755 | 152,113,861 |
| Revenue from Bonds and Other Debt | 981,354 | 631,312 | 20,155,000 |
| Interfund Transfers / Internal Service Reimbursements | 250,212,913 | 274,266,768 | 262,446,223 |
| All Other Resources Except Current Year Property Taxes | 28,178,244 | 16,440,866 | 15,501,112 |
| Current Year Property Taxes Estimated to be Received | 142,518,847 | 148,411,462 | 151,324,578 |
| Total Resources - add lines 1 through 7 | 872,774,653 | 912,592,458 | 892,167,337 |

| FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION | | | |
|---|--------------------|--------------------|--------------------|
| Personnel Services | 267,300,984 | 310,332,032 | 312,846,306 |
| Materials and Services | 182,972,414 | 219,538,452 | 203,900,671 |
| Capital Outlay | 17,749,816 | 52,900,305 | 46,645,844 |
| Debt Service | 13,640,760 | 13,858,689 | 15,837,913 |
| Interfund Transfers | 128,308,952 | 134,646,192 | 129,093,675 |
| Contingencies | | 73,444,828 | 73,233,561 |
| Special Payments | 27,681,279 | 43,120,585 | 22,962,188 |
| Unappropriated Ending Balance and Reserved for Future Expenditure | 235,120,448 | 64,751,375 | 87,647,179 |
| Total Requirements - add lines 9 through 16 | 872,774,653 | 912,592,458 | 892,167,337 |

| FINANCIAL SUMMARY - REQUIREMENTS BY ORGANIZATIONAL UNIT OR PROGRAM * | | | |
|--|--------------------|--------------------|--------------------|
| Name of Organizational Unit or Program | | | |
| FTE for that unit or program | | | |
| Board of County Commissioners | 1,902,593 | 1,950,052 | 1,965,900 |
| FTE | 5.00 | 5.00 | 5.00 |
| County Administration | 2,480,162 | 2,567,324 | 2,391,191 |
| FTE | 13.42 | 13.42 | 13.80 |
| County Counsel | 2,728,521 | 2,941,273 | 3,031,453 |
| FTE | 12.75 | 12.75 | 12.75 |
| Human Resources | 4,006,681 | 5,054,793 | 4,940,449 |
| FTE | 23.00 | 23.00 | 23.00 |
| Assessor | 7,685,462 | 8,952,543 | 8,800,510 |
| FTE | 58.50 | 60.00 | 60.00 |
| Clerk | 2,846,026 | 3,100,581 | 3,125,643 |
| FTE | 14.00 | 14.00 | 14.00 |
| Transportation & Development | 1,254,774 | 1,208,272 | 1,229,032 |
| FTE | 9.00 | 8.00 | 8.00 |
| Finance | 6,029,122 | 7,816,234 | 8,118,298 |
| FTE | 45.53 | 46.53 | 46.53 |
| Treasurer | 918,803 | 1,109,763 | 1,115,170 |
| FTE | 6.00 | 6.00 | 6.00 |
| Public & Government Affairs | 5,003,436 | 5,649,234 | 5,038,930 |
| FTE | 22.00 | 22.00 | 22.00 |
| Golf Course | 2,564,494 | 2,785,956 | 3,113,956 |
| FTE | 0.00 | 0.00 | 0.00 |
| Broadband Utility | 1,241,057 | 2,589,540 | 2,015,200 |
| FTE | 2.00 | 2.00 | 2.00 |
| General Government | 79,442,613 | 99,877,295 | 98,748,567 |
| FTE | 214.19 | 227.77 | 221.45 |
| Public Safety and Protection | 140,902,343 | 160,426,317 | 158,632,117 |
| FTE | 768.69 | 773.89 | 757.97 |
| Public Ways and Facilities | 47,097,601 | 82,058,962 | 75,796,492 |
| FTE | 172.65 | 164.45 | 167.20 |
| Health and Human Services | 103,184,193 | 127,019,358 | 123,404,244 |
| FTE | 575.18 | 588.09 | 589.98 |
| Culture, Recreation and Education | 14,996,351 | 18,769,685 | 15,007,704 |
| FTE | 41.90 | 46.90 | 31.60 |
| Economic Development | 12,602,157 | 16,609,127 | 15,165,686 |
| FTE | 40.13 | 43.20 | 40.45 |
| Not Allocated to Organizational Unit or Program | 435,888,264 | 362,106,149 | 360,526,795 |
| FTE | 148.54 | 150.14 | 151.34 |
| Total Requirements | 872,774,653 | 912,592,458 | 892,167,337 |
| Total FTE | 2,172.48 | 2,207.14 | 2,173.07 |

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

The FY 2020-21 Approved Budget reflects a similar scope and service levels budgeted in the prior year. However, total County appropriations decrease 2.2% driven primary by anticipated COVID-19 revenue reductions, particularly in tourism related activities, as well as additional General Fund reductions to continue to move the County towards fiscal sustainability for General Fund supported departments. Given the uncertainty of future revenue and service level impacts caused by COVID-19, the Board of Commissioners and staff will closely monitor the financial condition of the County during FY 2020-21 and make supplemental budget adjustments as needed and allowed by Oregon Local Budget Law.

PROPERTY TAX LEVIES

| | Rate or Amount Imposed | Rate or Amount Imposed | Rate or Amount Approved |
|--|--------------------------|--------------------------|--------------------------|
| Permanent Rate Levy(Rate Limit 2.4042 Per \$1,000 City/2.9766 Per \$1,000 Rural) | 2.4042 City/2.9766 Rural | 2.4042 City/2.9766 Rural | 2.4042 City/2.9766 Rural |
| Local Option Levy | 0.2480 | 0.2480 | 0.2480 |
| Levy For General Obligation Bonds | 0.1000 | \$5,053,000 | \$5,319,000 |

STATEMENT OF INDEBTEDNESS

| LONG TERM DEBT | Estimated Debt Outstanding on July 1 | Estimated Debt Authorized, But Not Incurred on July 1 |
|--------------------------|---|--|
| General Obligation Bonds | \$52,480,000 | |
| Other Bonds | \$54,350,000 | \$20,000,000 |
| Other Borrowings | \$14,380,000 | |
| Total | \$121,210,000 | |

* If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.

Glossary of Budget Terms

Accrual Basis Accounting - An accounting system in which revenue is recorded when it is earned rather than when received and expenses are recorded when an obligation is established rather than when the money is paid.

Activity - A set of services grouped by a common purpose or result. They are subsets of Programs. Examples of Activities are Sheriff Detectives, Building Permits and Mental Health Outpatient Services.

Actuarial Liability - An estimation based upon theories of probability and statistics of the present value of the pension benefits accrued in a pension plan.

Ad Valorem Tax - A tax based on the assessed value of taxable property.

Adopted Budget - Financial plan adopted by the governing body, forming the basis for appropriations.

Audit – An official inspection of an organization’s accounts

Appropriation - Authorization for spending money during a period of time. It is based on the adopted and/or supplemental budgets, approved by the governing body through resolution or ordinance (ORS 294.311(3)).

Approved Budget - The financial plan agreed upon by the Budget Committee.

Arbitrage - Interest earned from the proceeds of bond issues where the rate of interest earned is greater than the interest rate owed on the bonds.

Assessed Valuation – An established value for real/personal property which is the basis of a property tax levies.

Balanced Budget – Budgeting process where total revenues are equal to total expenses.

Ballot Measure 5 - Amends the Oregon Constitution approved by voters in 1990, which limits property tax rates.

Ballot Measure 37 - A state law adopted by Oregon voters during the November 2004, General Election. Measure 37 requires governments to provide just compensation for land use regulations that reduce the fair market value of property, if the regulations were adopted after the owner acquired the property. The government that adopted the regulation may choose to remove, modify or not apply a regulation instead of paying compensation.

Ballot Measure 47 - A property tax limitation initiative passed by Oregon voters in November 1996. This measure was replaced by Measure 50.

Ballot Measure 50 - A legislative re-write of Measure 47 passed by a majority of voters in May 1997. This measure limits property taxes by rolling back the 1997-98 assessed value of each property to 90% of its 1995-96 value and limiting value and tax growth to 3% per year. Exceptions are made for new construction, subdivisions and rezoning. Bonded debt is also exempt. Statewide, property taxes imposed in 1997-98 were reduced 17% but actual reductions varied with the taxing district. This measure also established permanent tax rates to replace ad valorem tax levies. Serial levies were incorporated in the permanent tax rates as well.

Bonds - A written contract for payment of a sum of money at a future date, with interest paid at an agreed rate on a set schedule. Governments typically use bonds to finance long-term capital improvements.

Budget - The local government's financial spending plan for one fiscal year.

Budget Calendar - The schedule of key dates or milestones which the County follows in the preparation and adoption of the budget.

Budget Committee - Fiscal planning board of a local government, consisting of the governing body plus an equal number of legal voters appointed from the district (ORS 294.336).

Budget Message - Written explanation of the budget and the local government's financial priorities. It is prepared and presented by the executive officer or chairperson of the governing body (ORS 294.391).

Budget Officer - Person appointed by governing body to assemble budget material and information and to oversee preparation of the proposed budget (ORS 294.331).

Capital Improvement Plan - A plan for capital expenditures to provide long-lasting physical improvements, the cost of which is to be incurred over a fixed period of several years.

Capital Outlays - Expenditures that result in acquisition of or addition to fixed assets.

Capital Project Fund - A fund used to account for the receipt and disbursement of money used to finance the building or acquisition of capital facilities.

Certificate of Participation (COP) - A debt instrument used to finance improvements to county facilities. Revenue to pay off the debt comes from rent charged to the building occupant for the use of the renovated property.

Chart of Accounts - A numbering system that categories various financial information into a logical structure which is the basis and foundation for financial reporting.

Concurrence - A policy initiative that has a goal of assuring that infrastructure needs, such as roads, sewer and water, are in place to serve the community before or at the time development occurs.

Contingency - A non-expendable appropriation category to cover unforeseen events which occur during the budget year. County Commissioners must approve all transfers from Contingency.

Contracted Services - Services rendered under contract by persons who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

Cost Accounting - A method of accounting, which provides for assembling and recording of all elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Cost Allocation - A method of apportioning overhead costs accumulated by internal services such as accounting and personnel to user departments.

Debt Service - Payment of principal and interest on borrowed funds.

Debt Service Fund - A fund established to account for accumulation of resources and payment of general long-term debt principal and interest.

Defeasance - When referring to municipal bonds, a defeasance relates to the methods by which an outstanding bond issue can be made void, both legally and financially. It is a financing tool by which outstanding bonds may be retired without a bond redemption or implementing an open market buy-back.

Deficit - The amount by which a sum of money falls short of the required amount.

Depreciation - An accounting procedure that spreads the cost of purchasing an asset over the useful lifetime of the asset.

Encumbrance - The commitment of appropriated funds to purchase an item or service and the process to set aside those funds for the future expenditure.

Enterprise Fund - A fund used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product. The Stone Creek Golf Course Fund is an example of an enterprise fund.

Expenditure - The incurring of a liability or the payment of cash for the acquisition of a good or service.

Fiscal Year - A 12-month period to which the annual operating budget applies. At the end of the period, a government determines its financial position and the results of its operations. It is July 1 through June 30 for Clackamas County.

Fringe Benefits - Non-salary compensation provided to employees in accordance with state and federal law, union contracts and/or County policy. Benefits include pension plans (including Social Security); medical, dental, vision, life, short and long term disability insurance; and vacation, holiday and sick leave.

Full-time Equivalent (FTE) - The ratio of time spent in any position to that of a full-time position. An employee working full-time for one year is 1.0 FTE; an employee working 6 months is .5 FTE.

Fund - A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives.

Fund Balance - Resources remaining from prior years which are available to be budgeted in the current year.

General Fund - A fund used to account for activities for which specific types of funds are not required. It is the general operating fund for local governments.

General Fund Support - The difference between department-generated revenues and the corresponding expenditures funded within the General Fund. These moneys are not actually recorded in the County's accounting system. They are displayed for informational purposes only to indicate the level of discretionary General Fund support required to operate the program.

General Obligation Bonds - Voter-approved types of municipal bonds where principal and interest are secured by the full faith and credit of the issuer and usually supported by either the issuer's unlimited or limited taxing power.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting. These standards govern the form and content of the County's financial statements.

Goal - A broadly defined central aim of an organization. Goals state long-term objectives.

Governmental Accounting - The accounting system providing the basis for budgetary control. Formal budgetary integration combines budgetary accounts into the general ledger so that actual revenues and expenditures are always measured against the budget.

Government Fund - a grouping used in accounting for tax-supported activities completed by the federal government. Its opposite is a proprietary fund, which accounts for business-like activities conducted by the government. There are several government fund types, each of which maintains a balance sheet.

Grant - Contributions or gifts of cash or other assets from another government to be used or spent for a specified purpose, activity or facility.

Infrastructure - The system of public works of a country, state or region.

Internal Control - A procedure to ensure that the assets of the County are protected from loss, theft or misuse and that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles.

Internal Service Fund - A fund used to account for goods or services that are provided by one department to other departments within a particular government agency.

Key Performance Measures - Representative performance measures selected from the Strategic Plan for inclusion in The Executive Summary budget document because they are of particular importance or interest to readers.

Levy - Amount of tax imposed by a local government for the support of governmental activities.

Liabilities - Debt or other legal obligation arising from transactions in the past that must be liquidated, renewed or refunded at a future date; does not include encumbrances.

Line Item - The category in a budget, chart of accounts or financial statement which represents an account used to record transactions for a particular type of income, expense, asset or liability.

Local Revenue - The budgetary resource category that includes funding received from local government sources such as cities or other local governments.

Major Expenditure Category - One of eight classifications of spending including personal services, materials & services, debt service, capital outlay, transfers, contingency, unappropriated ending fund balance and reserves.

Major Fund - funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

Materials & Services - A major expenditure category that includes contractual expenditures, consumable materials, supplies, operating costs and other services.

Mission Statement - An explanation of a department's purpose expressed in terms of the service it provides to its customers and the benefit to be provided for those customers.

Modified Accrual Basis of Accounting - Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred, except for un-matured interest on general long-term debt, which is recognized when due.

Municipal Bonds - Debt obligations of a state or local government entity. The funds may support general government needs or fund special projects. The interest on these bonds is typically exempt from federal incomes taxes, and most state and local taxes.

Objective - Something to be accomplished. An objective should be stated in specific, well-defined, measurable terms and should be achievable within a specific timeframe.

Operating Budget - The budget used in the ongoing operation to account for Personal Services, Materials & Services and Capital expenditures.

Organizational unit - Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions (such as department, office or division).

Ordinance - A formal legislative enactment by the governing board of a municipality.

Overlay Packages - A group of roads combined into contract bid packages consisting of similar projects within a geographic area. Each road in the package receives an 'overlay,' an application of asphaltic concrete overlaying the current surface of a road, restoring it to a like-new condition.

Pass-through - Money given to a government or organization with a condition that it be given (passed-through to) another government or organization.

PeopleSoft - Clackamas County's management information software system that provides centralized accounting, budget, payroll and human resource information.

Performance Measures - Objective methods (quantitative and/or qualitative) for evaluating a department's progress toward its stated goals.

Personnel Services - A budget category, which includes salaries and wages, overtime, part-time pay and fringe benefits.

Program - A group of activities with a common purpose that carries out a department's Mission and produces results for customers. A Program corresponds to an accounting organization (cost center) or group of closely related organizations. Budgets are presented and reviewed at the Program level to communicate to taxpayers what results they expect from the department and to facilitate decision making based on results. Examples of Programs are Criminal Prosecution in the District Attorney's Department and Purchasing in the Finance Department.

Proposed Budget - Financial and operating plan prepared by the Budget Officer. It is submitted to the public and the Budget Committee for review.

Proprietary Fund - a business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds. Enterprise funds provide goods or services to the general public for a fee.

Requested Budget - The initial budget received from departments or funds.

Requirements - The total of all expenditures within a fund, including operating expenditures, transfers to other funds, Contingencies and Unappropriated Fund Balance.

Reserve Fund - Established to accumulate money for a specific purpose (ORS 280.100).

Resolution - A formal order of a governing body. A resolution has lower legal status than an ordinance.

Resources - Estimated beginning funds on hand plus anticipated receipts. See "Revenues" (ORS 294.361).

Revenue Bonds - A type of municipal bond where principal and interest are secured by revenues such as charges or rents paid by users of the facility built with the proceeds of the bond issue.

Revenues - Money received or anticipated by a local government from either tax or non-tax sources.

Special Revenue Fund - A fund used to account for specific revenue sources that are restricted to expenditures for designated purposes. For example revenues from mental health grants must be spent on the particular mental health programs for which they were granted.

Strategic Planning - A formal process through which departments analyze, align and explain what they do in terms of achieving results for their customers. Each department articulates its Mission and then organizes itself into Programs and Activities designed to carry out that mission, facilitate decision making and resource allocation, and report progress.

Supplemental Budget - A financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted. It cannot be used to authorize a tax levy (ORS 294.480). Requires public hearings, notices and adoption by governing body.

Surplus - The amount of money that exceeds what is required. In accounting, the excess of assets over liabilities accumulated.

Tax Base - In Oregon, a designated amount of property tax that can be levied for operating expenses without annual voter approval. The original base must be established by voters at a general or primary election. Beginning in 1997-98, the tax base system will be transformed into a partial tax rate system as required by Measure 50 which was approved by voters in May 1997.

Tax Levy - Total amount of taxes imposed by a local government unit.

Tax Rate - The amount of tax stated in terms of a unit of tax for each \$1,000 of assessed valuation of taxable property.

Tax Roll - The official list showing the amount of taxes levied against each property.

Tier 1 - Refers to a public service employee hired before January 1, 1996.

Transfers - Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund (ORS 294.450).

Trust & Agency Fund - A fund used to account for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

Unappropriated Ending Fund Balance - Amount set aside in the budget to be used as a cash carry-over to the next year's budget. It provides the local government with cash until tax money is received from the County Treasurer in November. This amount cannot be transferred by resolution or through a supplemental budget (ORS 294.371).

Acronyms Listing

| | |
|------------------------|--|
| <u>A&T</u> | Assessment and Taxation |
| <u>AAA</u> | Area Agency on Aging |
| <u>ADA</u> | Americans with Disabilities Act |
| <u>ADS</u> | Aging and Disability Services |
| <u>AMH</u> | Automated Materials Handling |
| <u>AOC</u> | Association of Oregon Counties |
| <u>ARRA</u> | American Recovery and Reinvestment Act |
| <u>B&ED</u> | Business & Economic Development Division |
| <u>BAN</u> | Bond Anticipation Note |
| <u>BCC</u> | Board Of County Commissioners |
| <u>BCD</u> | Building Codes Division |
| <u>BCS</u> | Business and Community Services |
| <u>BOPTA</u> | Board of Property Tax Appeals |
| <u>BRS</u> | Behavior Rehabilitation Services |
| <u>BTOP</u> | Broadband Technology Opportunities Program |
| <u>CAA</u> | Community Action Agency |
| <u>CAD</u> | Computer Aided Dispatch |
| <u>CAFFA</u> | Certificate of Achievement in Financial Reporting |
| <u>CAFR</u> | Consolidated Annual Financial Report |
| <u>CBX</u> | Clackamas Broadband eXchange |
| <u>CCLBA</u> | Clackamas County Land Bank Authority |
| <u>CCMET</u> | Clackamas County Methamphetamine Team |
| <u>CCO</u> | Coordinated Care Organizations |
| <u>C-COM</u> | Central Dispatch Department |
| <u>CCRS</u> | Clackamas County Resolution Services |
| <u>CCSD</u> | Clackamas County Service District |
| <u>CCSO</u> | Clackamas County Sheriff's Office |
| <u>CCSS</u> | Clackamas County Social Services |
| <u>CCTCA</u> | Clackamas County Tourism & Cultural Affairs |
| <u>CDBG</u> | Community Development Block Grant |
| <u>CDD</u> | Community Development Division |
| <u>CE</u> | Code Enforcement |
| <u>CERCLA</u> | Comprehensive Environmental Response, Comp & Liability Act |
| <u>CFCC</u> | Children, Family & Community Connections |
| <u>CGF</u> | County General Fund |
| <u>CIP</u> | Capital Improvement Program |
| <u>CJC</u> | Oregon Criminal Justice Commission |
| <u>CMHP</u> | Community Mental Health Program |
| <u>COBRA</u> | Consolidated Omnibus Budget Reconciliation Act |
| <u>CoC</u> | Continuum of Care |
| <u>COOP</u> | Continuity of Operations Plan |
| <u>COP</u> | Certificate of Participation |
| <u>CRS</u> | Community Rating System |
| <u>CRT</u> | Cross Laminated Timber |
| <u>CSAP</u> | Corrections Substance Abuse Program |
| <u>CSCC</u> | Community Solutions for Clackamas County |
| <u>CTEC</u> | Clackamas Career and Technical Education Consortium |
| <u>CVSO</u> | County Veterans Services Office |
| <u>DA</u> | District Attorney |
| <u>DD</u> | Development Disabilities Program |
| <u>DEQ</u> | Department of Environmental Quality |
| <u>DHS</u> | Department of Human Services |

| | |
|---------------------|--|
| <u>DOD</u> | Department of Defense |
| <u>DOJ</u> | Oregon Department of Justice |
| <u>DSB</u> | Development Service Building |
| <u>DTD</u> | Department of Transportation and Development |
| <u>DVERT</u> | Domestic Violence Enhanced Response Team |
| <u>DWDM</u> | Data Warehousing and Data Mining |
| <u>EAP</u> | Employee Assistance Program |
| <u>ECHO</u> | Energy Conservation Helping Oregonians |
| <u>EMT</u> | Executive Management Team |
| <u>EOC</u> | Emergency Operations Center |
| <u>EOP</u> | Emergency Operations Plan |
| <u>ERP</u> | Enterprise Resource Planning |
| <u>ESB</u> | Enterprise Service Bus |
| <u>ESG</u> | Emergency Solutions Grant |
| <u>FCC</u> | Federal Communications Commission |
| <u>FCS</u> | Family Court Services |
| <u>FEMA</u> | Federal Emergency Management Agency |
| <u>FILO</u> | First and Last Out |
| <u>FQHC</u> | Federally Qualified Health Center |
| <u>FTE</u> | Full-Time Equivalent Employee |
| <u>GAAP</u> | Generally Accepted Accounting Principles |
| <u>GED</u> | General Education Diplomas |
| <u>GFOA</u> | Government Finance Officers Association |
| <u>GIS</u> | Geographic Information Services |
| <u>H3S</u> | Health, Housing & Human Services |
| <u>HAVA</u> | Help America Vote Act |
| <u>HMIS</u> | Homeless Management Information System |
| <u>HOME</u> | HOME Partnership Act |
| <u>HRIS</u> | Human Resource Information System |
| <u>HRMS</u> | Human Resource Management System |
| <u>HUD</u> | Housing and Urban Development |
| <u>HVAC</u> | Heating, ventilation and air conditioning |
| <u>IGA</u> | Intergovernmental Agreement |
| <u>ISP</u> | Internet Service Provider |
| <u>ITF</u> | Interagency Task Force |
| <u>ITS</u> | Intelligent Transportation System |
| <u>JCP</u> | Juvenile Crime Prevention |
| <u>JOBS</u> | Job Opportunities and Basic Skills |
| <u>JPACT</u> | Joint Policy Advisory committee for Transportation |
| <u>JRI</u> | Justice Reinvestment |
| <u>LAN</u> | Local Area Network |
| <u>LCDC</u> | Land Conservation and Development Commission |
| <u>LCRB</u> | Local Contracting Review Board |
| <u>LDAC</u> | Library District Advisory Committee |
| <u>LEAD</u> | Law Enforcement Assisted Diversion |
| <u>LEED</u> | Leadership In Energy and Environment Design |
| <u>LID</u> | Local Improvement District |
| <u>LIEAP</u> | Low Income Energy Assistance Program |
| <u>LINCC</u> | Library Information Network of Clackamas County |
| <u>LNIB</u> | Library Network Intergovernmental Advisory Board |
| <u>LSDCC</u> | Library Service District for Clackamas County |
| <u>LUPE</u> | Land Use and Environmental Planning |
| <u>MDT</u> | Multi-Disciplinary Team |

| | |
|---------------------|---|
| <u>MIX</u> | Metropolitan Information Exchange |
| <u>NACo</u> | National Association of Counties |
| <u>NCPRD</u> | North Clackamas Parks & Recreation District |
| <u>NIC</u> | National Institute of Corrections |
| <u>NLP</u> | Neighborhood Livability Project |
| <u>NSP</u> | Neighborhood Stabilization Program. |
| <u>OCF</u> | Office for Children and Families |
| <u>OCSE</u> | Office of Support Enforcement |
| <u>ODOC</u> | Oregon Department of Corrections |
| <u>ODOT</u> | Oregon Department of Transportation |
| <u>OEA</u> | Office of Economic Analysis |
| <u>OHP</u> | Oregon Health Plan |
| <u>OPP</u> | Oregon Performance Plan |
| <u>ORS</u> | Oregon Revised Statute |
| <u>OSHA</u> | Occupational Safety and Health Act |
| <u>OTIA</u> | Oregon Transportation Investment Act |
| <u>PCI</u> | Pavement Condition Index |
| <u>PEG</u> | Public, Education and Government |
| <u>PEPM</u> | Per Employee Per Month |
| <u>PERS</u> | Public Employees Retirement System |
| <u>PGA</u> | Public & Government Affairs |
| <u>PLCPF</u> | Public Land Corner Preservation Fund |
| <u>PLSS</u> | Public Land Survey System |
| <u>PPP</u> | Private-Public Partnerships |
| <u>PQI</u> | Pavement Quality Index |
| <u>PSB</u> | Public Service Building |
| <u>PSCC</u> | Public Safety Coordinating Council |
| <u>RFI</u> | Request for Information |
| <u>RFID</u> | Radio Frequency Identification |
| <u>RFP</u> | Request for Proposal |
| <u>RSVP</u> | Retired Senior Volunteer Program |
| <u>SDC</u> | System Development Charge |
| <u>SEIS</u> | Supplemental Environmental Impact Statement |
| <u>SHOW</u> | State Home Oil Weatherization |
| <u>SNAP</u> | Supplemental Nutrition Assistance Program |
| <u>SOWP</u> | Septic & Onsite Wastewater Program |
| <u>STTL</u> | Short-term Transition Leave |
| <u>TAN</u> | Tax Anticipation Note |
| <u>TDC</u> | Tourism Development Council |
| <u>TIF</u> | Tax Increment Financing |
| <u>TRT</u> | Transient Room Tax |
| <u>TSAP</u> | Traffic Safety Action Plan |
| <u>TSDC</u> | Transportation System Development Charge |
| <u>UGB</u> | Urban Growth Boundary |
| <u>VOCA</u> | Victims of Crime Act |
| <u>WES</u> | Water Environment Services |
| <u>WFI</u> | Working for Independence |
| <u>WIA</u> | Workforce Investment Act |